

ARGO PARAHYANGAN TRAIN SERVICE QUALITY IMPROVEMENT

Yohanes De Deo Tedo Henggartiaso and Satya Aditya Wibowo
School of Business and Management
Institut Teknologi Bandung, Indonesia
tedo.henggartiaso@gmail.com

Abstract— Argo Parahyangan train passenger volume declined since the opening of Highway Cipularang. This is due to the emergence of competing business that is passenger transport transportation travel point to point as well as inter-city buses. Due to continued losses, PT Kereta Api Indonesia combines two previously with Bandung-Jakarta route the Argo Gede and Parahyangan. It is intended to further save on maintenance costs and increases revenue. However, passenger trains continued to decrease in volume as the growth of business travel point to point. To find out what the cause of the increase in passenger volume reduction, is necessary to find the root cause of the problem first. Needs to be analyzed from all sides as the analysis of the company's external and internal analysis of the company. External analysis conducted by analyzing Framework PESTEL and Porter's Five Forces. Internal analysis conducted by analyzing corporate strategy, business strategy, Segmenting Targeting Positioning (STP), and the marketing mix (7P) PT Kereta Api Indonesia. Then do the retrieval questionnaires to passengers for the analysis of the quality of products, tariffs, and services using the Importance-Performance Analysis (IPA). Finding from this research in PT KAI is not the focus in the development of management because too many train set, education officials are still low, investments in railway development is still lacking, the promotion of a less. Objective of this research is to provide the proposed service quality implementation PT Kereta Api Indonesia and implementation of plans and programs to enhance customer satisfaction. With the suggestions given Argo Parahyangan passenger volume expected to be up front and get a high profit

Keywords: PT Indonesian Railways, passenger volume, Importance-Performance Analysis (IPA)

I. INTRODUCTION

Since Cipularang toll road opened in April 2005 that shortening the distance and travel time Jakarta-Bandung or Bandung-Jakarta increasing services travel transportation serving the displacement becomes easier (point to point). The

emergence of travel services is different from the travel between different parts of society known shuttle. This implements the concept of a Travel point of departure to the point of destination. Point of departure and destination point spread either in Bandung and Jakarta. With the development of travel point to point this would of course be an obstacle especially PT Kereta Api Indonesia Parahyangan and Argo Gede train carriages to keep its existence in services transportation Jakarta-Bandung and Bandung-Jakarta. Previous PT Kereta Api Indonesia Persero has two series of trains used to transport passengers from Bandung to Jakarta there are Parahyangan Train and Railway Argo Gede. Another reason PT Kereta Api Indonesia dismiss Parahyangan Train was to combine two carriages Parahyangan and Argo Gede Railway in order to better focus to perform services punters and can save you the cost of maintenance of both trains. So in May 2010 emerging new trains serving Jakarta-Bandung named Argo Parahyangan Train.

Year	Class		Quantities
	EXE	BIS	
2005	1,478,903	971,058	2,449,961
2006	941,981	706,079	1,648,060
2007	528,196	414,238	942,434
2008	841,544	828,667	1,670,211
2009	908,855	931,979	1,840,834
2010	663,769	708,775	1,372,544
2011	504,659	386,129	890,788

Table 1. The Volume of Passenger Parahyangan Train of Bandung-Jakarta-Year Period 2005-2011

Based on Table 1. Indicates that the volume of passenger train Parahyangan of Bandung-Jakarta experienced a decrease in 2006 and 2007 due to competition with business travel point to point Bandung-Jakarta. Basically there is an increase in the volume of passenger Parahyangan trains in 2007 until 2010, but with the cost of maintenance of two carriages that Parahyangan and Argo Gede income two years are not enough to close.

However with the carriages reformed is a combination of Parahyangan Train and Argo Gede Bandung-Jakarta has not also experienced a rise that may both in terms of passenger volume and revenue.

So from the above explanation that business issues can be taken from the PT Kereta Api Indonesia problem is a decrease in the volume of passengers since doing updates via the merger of two previous train carriages that Argo Gede and Parahyangan train.

II. BUSINESS ISSUE EXPLORATION

A. Conceptual Framework

Business issues faced by PT Indonesia Railway passenger volume is decreased, so it is necessary to find the root of the problem. To find the root cause of the problem, it is necessary to find a method of analysis to conduct more in-depth analysis.

This will require a conceptual framework to look at related factors that could be the root of the problem. A structured conceptual framework was developed with reference to the literature study, field observations, and experiences. Figure 1 depicts the conceptual framework that is a combination of several theories.

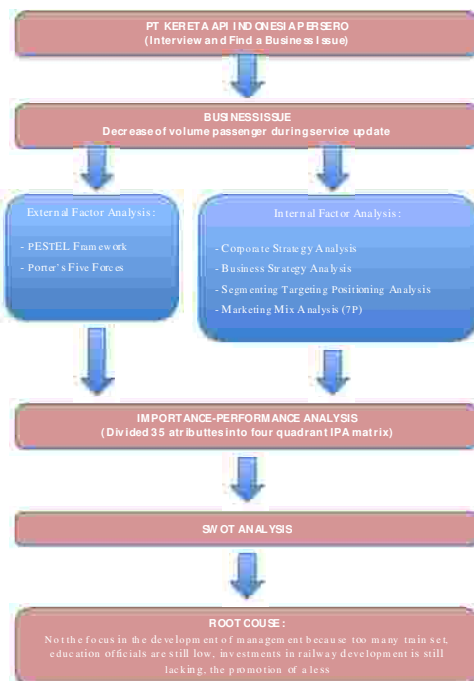


Figure 1. Conceptual Framework

Until now, Railway Argo Parahyangan can not increase the volume of passengers. Possible cause

is the intense competition in the business of passenger transport services and promotions that are not part of the Management of PT KAI.

B. Method of Data Collection and Analysis

I. External Analysis

a. PESTEL Framework

- Politic

Political conditions stable Indonesia supports industry growth of passenger transport services in Indonesia. Although there have been some cases in Indonesia as political candidates elections legislative district and industry service centre, but not passenger transport too affected. Passengers still travel in accordance with the needs of both with land transport, sea, and air.

As State Owned Enterprises, government intervention to PT Kereta Api Indonesia Persero still sometimes make companies cannot be dynamically to changes in the market.

- Economic

Economy in the scored remained in Indonesia since the growing global crisis in 2008. This proves that Indonesia was already experienced in dealing with a global crisis. This helps the growth of passenger transport service industry to continue growing.

Even the growth of passengers to travel keep rise in Indonesia. The influence of rising fuel prices, which had hit Indonesia, doesn't really affect this industry for a while. This is because, with the load factor is high, the players in this industry should not raise their tariff with fuel price rises. In addition to the purchase of a new fleet for each sector also supports saving fuel use. For example on a new vehicle, the type of new locomotives, the new aircraft types, types of new ships are more fuel-efficient.

- Social

Indonesians is people have various cultures and cultures, each city in Indonesia has its own advantages and uniqueness to visit including the city of Bandung and Jakarta. A few moments of the weekend, Lebaran, Christmas, New Year, and the other used for long holiday vacation. These moments make passenger transport services industry sometimes add departure schedules and increase the fleet to take advantage.

This causes the load factor to reach 90% in certain moments make the company healthy enough on this industry. In addition the habits of Indonesia who loves using

passenger transport services compared to choose to use private vehicles, making the industry is highly trusted by users. Despite having a record of accidents, but the passengers were believed to be from this industry.

Social activities that have already begun to encroach up various cities since the formation of certain communities, making passenger transport is still one alternative is chosen by some circles.

- Technology

Passenger transport services industry cannot be separated from the industry that use technology as its development. Technology is used to create a new fleet and also to take care of the fleet. Such as changing technology found the fuel rail that is the use of electric train rail replacement of iron and magnetic power so that wheels be able train drove at high speed without any sound of friction wheel and rail trains. Technology to manage the flow and the movement of the train in order to remain in a State of smooth and regular. Regardless of the needs of the technology used to create and take care of the fleet, the technology can also be used as a means of promotion and ticket sales with the use of the departure for the website promotion, simplify ticket sales through the e-ticketing, and others.

- Environment

In this industry, the biggest pollution generated by noise and carbon. New technology in fleet used each industry has helped to make eco-friendly and efficient in fuel.

Corporate responsibility in safeguarding the environment was involved with promoting vying CSR (corporate social responsibility) owned by the company. The CSR Program was done to restore public confidence in companies against companies that damage the environment in part already assessed. Because in the transportation industry was assessed very considerable pollution resulted.

- Legal

The Department of transportation in Indonesia regulates a government rule about the transport system. The Organization issued its rules and reports on the course system of transport in Indonesia.

And there is also Legislation No. 23 in 2007 about the Government set about the importance of the role of railway and

railway transport excellence as a passenger mass.

b. Porter's Five Forces

At this time, passenger transport service providers that already exist can take a breath because of the threat of new entrants were judged little or nothing was done by the existing government policies and regulations that stop new license agreement for new entrants in the passenger transport services business in addition, suppliers as well as bargain low threat of substitute products in the near future is relatively low. But on the other hand, the intense competition among transport service providers require passengers every player in the business of passenger transport service to pick up the right strategy to survive and win the competition. Bargaining power of buyers also have forced service providers to conduct passenger transport sustainable innovation in providing and delivering quality services that correspond to the customers need and want to get satisfaction and customer loyalty.

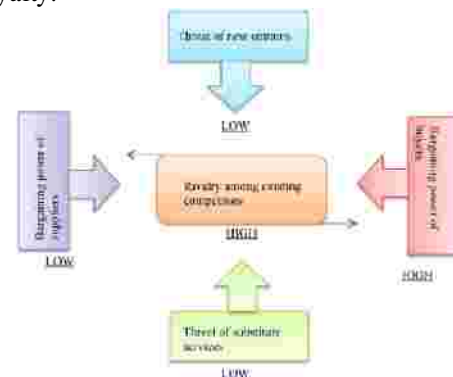


Figure 2. Porter's Five Model Railway Passenger Transport Business

II. Internal Analysis

a. Corporate Strategy Analysis

Previously had two railway carriages to serve passengers from Bandung to Jakarta, known as the Argo Gede to railway Executive class and Parahyangan train for business class. But in 2010, joining the two railway carriages, which came to be known by passengers with railway Argo Parahyangan. Through the incorporation of these trains service and the speed of time travel has undergone a change for the better. Due to the railway in its development always performing market research to draw and return again occupants who had started to leave the train. Revamp the entire series into the Executive class but with tariff, which is not too different from the fee charged by a business and train while maintaining quality of service

using the class executive is a benefit to be obtained by passenger.

b. Business Strategy



Figure 3. Porter's Generic Strategies

c. Segmenting Targeting Positioning

SEGMENTATION	CRITERIA	ATTRIBUTES
Geografi	Regional	Bandung and Jakarta city
	Gender	Male and Female
	Age	10-60 tahun
	Education	Elementary School, Junior High School, Senior High School, Undergraduate, Graduate, etc
	Occupation	Employee, business man, student, family, etc
	Expenses /month	> ID R 500,000
Demografi	Social Class	Middle to Upper Class
	Motivation	Focus on comfort, security, timeliness, privacy, needs, etc.
	Purpose	Travel routine (job and business), travel (not routine vacation, tableside, a collection of families Invitation, shopping, hiburan) etc
Behavior		

Table 2. Customer Segmentation

Target sought by the company so that the company can meet the needs of customers and potential customers. After a different market segments have been identified, companies are trying to determine which market segment can be served by the most effective and profitable or strongest needs from customers. This segment is selected or prioritized into target markets of the company. Of market segments in table 2.1 above, the target market of railway Argo Parahyangan is for students and employees who are moving or travelling from Bandung to Jakarta and vice versa which is concerned with comfort, punctuality and safety of transport.

From an interview with an employee of the railroad and Indonesia literature obtained, Railway Argo Parahyangan positioning ourselves as "the focus of mass passenger transport to the needs of passengers and has a reasonable price and good service quality." With positioned itself as such, Railway Argo Parahyangan promised to offer good service at affordable prices to passengers who want to travel Jakarta-Bandung. By having its own railway line, Argo Parahyangan Train give passenger promptness Bandung-Jakarta that

cannot be provided by competitors that bias is hampered by traffic jams. The addition of facilities in the trains as electric plugs, television and service restoration is also a differentiator with competitors.

d. Marketing Mix

1. Product

Railway infrastructure by using the railway offered by PT Kereta Api Indonesia is an advantage. This is a differentiation strategy applied by Train in Indonesia business passenger transport services, and being the only one in Indonesia. Lowering the tariff of argo executive class be executive regular meter but still use the same quality of service as it was obtained by passenger executive argo is a cost leadership strategy to compete with the tariff set by the competitors.

2. Place

Rail transport is the transport of passengers who have enormous physical form. So it can't be easily build stations to stop the train. The t Argo Parahyangan rain departs from Bandung station to Gambir Station, the consideration those passengers directly in City Centre respectively. However this is still a weakness because not all passenger Argo Parahyangan Trains stop at the station Gambir, and still have to continue their journey to the destination area.

3. Price

Ticket price offered by Argo Parahyangan railway very competitive about the advantages that are provided.

4. Promotion

Promotional activities carried out by Argo Parahyangan railway diverse and creative enough. But the information Ministry change train to be a better, less to the community due to lack of promotion. Train only hope at Word of Mouth promotion activities carried out by the passengers in advance. And it's not enough to attract more passengers.

5. People

People are resources owned by the companies involved in the provision of the services and customer influence perception. Management of Railway should pay attention to improving the skills of employees with the high number of complaints from subscribers to purchase the ticket queue, customer service and call center. Improving the skills of employees is expected to improve the quality of service.

6. Physical Evidence

Physical evidence needed to support the delivery of services. Elements of physical evidence including all aspects of an

organization's physical facilities (service cape) and form of communication other tangibles that held in conjunction with the services provided. Service cape designed by Argo Parahyangan Train can be considered as supporting the position of Executive services and passenger transport can also make customers feel comfortable and satisfied.

7. Process

Service of process at a time when customers purchase tickets must be repaired due to sometimes still started quite long queues that occur. Ticket reservation via the call center is also still difficult due to a lack of employees. Online System used by the other ticket sales still often encountered so that hinder the purchase of tickets for customers. With improvements in this process will ultimately increase customer satisfaction and increase the loyalty of the passengers using railway services.

III. Importance Performance Analysis

In this research, Importance-Performance Analysis (IPA) was used to investigate the importance and quality performance of products, tariffs, and service attributes in PT KAI perceived by passengers. The method of data collection conducted by distributing questionnaires to passengers Argo Parahyangan in Bandung. This study used non-probability sampling technique. Examples of the selection technique used in this study are convenience sampling.

The questionnaire design is divided into two parts, the importance measurement of service attributes and performance measurement of service attributes. Even-numbered of Likert scale is used to measure Argo Parahyangan customers' perception about the importance and the performance of service attributes.

Every attribute in the questionnaire to measure importance and performance has weighted value that can be described qualitatively. Gap value between importance and performance value is a difference between the performance and the importance of a service.

Table 3. Importance and Performance for Each Attribute

Attribute
1. Train conditions in good condition and always ready to use
2. The train never suffered damage on the way

3. Comfortable seating layout
4. Have a cool Air Conditioner
5. Functioning electricity plugs
6. Clean Toilet
7. Treatment train seen in the eyes of passengers
8. Product quality consistency is preserved (AC always cold, electric Plugs have always been flame)
9. Exterior design good enough
10. Interior design good enough
11. Tariffs in accordance with the quality of products and services
12. Tariffs in accordance with the duration of service (purchase tickets until arriving at the destination)
13. Tariffs in accordance with the number of services obtained
14. Tariffs in accordance with the ease of getting a service
15. Train departure lounges comfortably and safely
16. Having reliable customer service
17. Availability and ease of getting tickets (call center, stastion, etc.)
18. Complete facilities has been given
19. The number of employees sufficient to perform services
20. Timely departure schedule
21. A safe and comfortable journey
22. Train services in the good
23. Fast service during queue purchase tickets
24. Fast service if required by passengers
25. Fast service in providing solutions for passenger complaints
26. The appearance of the railway employees karning
27. Employee-friendly train in service
28. Train employees in a polite service
29. Train employees to be honest in the service
30. Train employees are able to communicate well
31. Train staff particularly the needs of passengers
32. Promotion about the ease of getting tickets are already done right
33. Promotion of the price IDR 10,000 Argo Parahyangan rail tickets are already done right
34. Ticket promotions that can be worn again with one-way on commuter rail in Jakarta already done right
35. Promotion of the complaint and the needs of passengers in call center 121 already done right

Table 1 indicates all attributes were below their expectations or level of importance. By using the average value of importance and performance on each attribute, importance and performance data are plotted on two-dimensional grids with average importance value on the y-axis and average performance value on the x-axis. Importance and Performance Matrix of PT KAI is displayed in

Figure 4. Attributes in quadrant I have low performance and have high importance. This condition is critical. Improvement must be prioritized and concentrated to attributes in this quadrant. Attributes in quadrant II have high performance and high importance. Attributes in this quadrant were considered good, and must be maintained. Attributes in quadrant III have low performance and low importance. Attributes in this quadrant do not have high priority to be improved. Attributes in quadrant IV have high performance and low importance. This can be caused by over focus of management on these attributes.

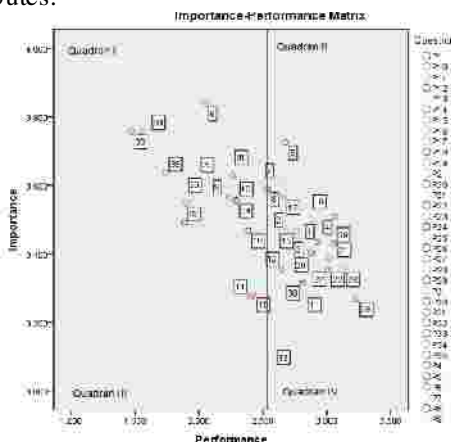


Figure 4. Importance Performance Matrix PT KAI

IV. SWOT Analysis

Here is an explanation of the SWOT analysis of the company based on strength and weakness as well as opportunities and threats faced by PT Kereta Api Indonesia.

Strengths :

1. Economical
2. Having its own line, so avoid the other ground transportation barriers
3. Passenger payload greater
4. Having a wide operating lines in different regions
5. It has a common rail for passenger and goods trains tourism and has to be used with special orders.
6. Is a state-owned limited company whose shares are 51 % owned by the State

Weakness :

1. Still problematic in schedule delays and the accuracy of train arrivals
2. There are still some that use an old locomotive that is susceptible to accidents
3. Still lacking the level of security and service station / car, many criminal cases

4. Lack of a series of railway carriages or unit compared to the passenger so often overloaded

Opportunity :

1. The train is still an option for some communities in Indonesia
2. Indonesian territory that have potential for the development of rail access
3. Investment from the government to increase from single track to double track
4. Investment from PT Kereta Api Indonesia to renew owned railways now
5. Optimizing rail travel
6. Promotion and dissemination of the railroad change into a better direction

Treats :

1. The users of private vehicles continues to increase
2. The competitors travel continues to improve the quality of services
3. Passengers who are not orderly enough menyuitkan PT Kereta Api Indonesia
4. Bad image that trains are not comfortable and safe communities still exist in

C. Analysis of Business Situation

After performing interviews with the management of PT KAI and customers, processing questionnaire data, and business analysis of the situation and the company's internal analysis, the root cause is the next to be analyzed. Based on this analysis, the root cause of the increasing decline in passenger volume is :

1. PT Kereta Api Indonesia has many settings that must be considered. With the large train set which must be observed and the absence of the division of the company focuses on developing each station, so the business became overlap. Management of PT Kereta Api Indonesia mostly focused solely on a busy train set schedule and have the greatest advantages are like distance rail passenger and freight trains travel far. While the short distance trains and commuters often neglected empowerment.
2. Educational requirement to apply to employees is still low at high school / vocational school diploma as well as the absence of good training. This is evident in the collection of questionnaires that respondents' answers fast service when needed by passengers, fast service also write the solution in passenger complaints, train employees are very attentive to the needs of passengers.
3. Investment Management are not so good in PT Kereta Api Indonesia is also the root of the problem because there are few trains that do

not undergo physical changes. In the business of transportation of physical renewal is awaited by the people who use. It can be seen from the respondents answer questionnaires that they still want any changes or updates to the exterior and interior design of the train.

4. New holding railroad promotion division in 2012 also led to people not knowing the change train. Division promotion is also still focused on promoting long-distance passenger trains and freight trains. So for rail improvements Argo Parahyangan not been seen in the eyes of passengers, both frequently used and new passengers.

III. BUSINESS SOLUTION

A. *Alternative of Business Solution*

Based on the processing of questionnaires data and observation field in Bandung Station, solutions to the problems encountered are :

1. Toilet Hygiene

Increase in alternative :

- a. To clean the toilet on the train should not be done at the time the train stopped because the toilet is an important place to the needs of passengers. So keep your toilet to keep it clean to be obligations that must be run. Therefore we recommend that at the time of the passage of trains still exists to train officers maintain the cleanliness of the toilets in trains.
- b. Add the amount of cleaning so that trains officers in a short time can clean up a whole series of trains

2. Eksterior and Interior Design

Increase in Alternative :

- a. Create a budget plan to revamp the design of railways in particular Argo Parahyangan.
- b. Designing the new design for the railway to be used in Indonesia using theory "Dimensions Of The Service Environment" which quoted from Christopher Lovelock in his book Service Marketing. This theory explains the importance of a design to support an atmosphere of service quality services. To be aware of this theory is about The Ambient Conditions, Space and Functionality, Sign Symbol and Artifacts.

a.) The Ambient Conditions

Ambient Conditions are customized design with the comfort of our five senses. For this design included a certain type of music into the trains during the journey can create

convenience for every passenger. Can also be done for this kind of age distinction hopper due to character type of music has the distinction at the age of its audience.

The train has now been equipped television facilities. However the use of the television just as for advertisements of the PT Kereta Api. It's good to add entertainment film box office all the way so that adds to the comfort of the passengers.

Sense of smell can also be a form of passenger comfort. Use a deodorizer room with fragrance of eucalyptus fragrance will impact both to camphoraceous passengers to restore energy during resting. Use a deodorizer room with fragrance of lavender aroma will give you an atmosphere of peace and relax for passengers.

Senses of sight also have a meaning in the comfort of passengers. The composition of the color on the exterior and interior are combined with matching trains should make the eyesight to be a passenger comfort. Like the color red, yellow, orange, which is rated as a warm color that can provide energy, spirit and good mood. Colors Blue, green, purple color that is considered cool give you peace, reduce stress, peace, healing.

b.) Spatial Layout and Functionality

Pay attention to the design of the form exterior and the interior of the train. For passenger cars the placement of chairs and atmosphere form a distance between a seat with a note behind him to make room shall sit for the passengers. The addition of wall and table place put the luggage of passengers that can be set up properly in order to give the impression that spacious and comfortable for passengers who use the train.

c.) Signs, Symbols, Artifacts

The difficulty passengers to find a seat that is provided based on the number of seats in the ticket into barriers and inconvenience passengers. The granting of a right and can make it easier to locate the position of the passenger seat will provide good impact for passengers.

3. Service at the time of ticketing queue

Increasing in Alternative :

- a. Has been opened call centers to do reservation ticket 121

- b. Purchase of tickets can be done also in Indomaret, Alfamart, post office
 - c. The new system "Rail Ticket Box"
4. Service Employees

Increasing in Alternative :

- a. Conduct regular training for employees about the service provided by PT Kereta Api Indonesia. And always do an update of information about changes in service provided
- b. Conduct training to employees to improve their skills both soft skills and hard skill
- c. Briefing before starting work, to know the work of each of the employees
- d. Convene a meeting program for all employees to increase their motivation to develop the company by providing high-quality service to customers.
- e. Evaluate the performance of employees and also gives awards for employees who are performing well. In order to improve the performance and satisfaction of employees.

5. Promotion

Increasing in Alternative :

Doing promotion program specifically to improve and introduce Railway Argo Parahyangan of Bandung to the community.

a. Production Channels

Officer ticket sales that were at the station can be used as a means to promote about tariff promo Argo Parahyangan train. While serving the passengers, ticket purchases may be running a promotion about the changes the new passenger trains used.

b. Marketing Channels

To educate the public of the change of trains which became legend and Parahyangan Heartland communities that now have been formerly Bandung better by merging with train Argo Gede. Advertising in television, print media such as newspapers and magazines as well as on the radio are repeated so that more people know. Ads that contain about a train change have to be good. Change the view of the public about the train ride comfort compared to other transportation services, especially transport services Bandung to Jakarta by parade train ride by getting a special discount. Do special events directly sponsored by PT Kereta Api Indonesia photos train race as both interior and exterior in particular Argo

Parahyangan and exhibited to the public. Bold promises to passengers about the warranty will be given about the comfort and security. Make Customer Relationship Program to keep track of where the passenger can be done at any direct marketing by email or SMS directly to passengers. Seek cooperation directly with companies that want to use transportation services specifically for the Bandung-Jakarta in order to use Argo Parahyangan train.

c. Word of Mouth

The power of word of mouth in the world promotion is very beneficial. Railway management can make a program awarding free tickets to passengers who are loyal and can invite new passenger trains following the programme Argo Parahyangan Customer Relationship Program.

d. Blog dan Social Network

Blog about Argo Parahyangan train and existing social media such as twitter and facebook are maximized for the latest promotions and information.

IV. CONCLUSION ANDIMPLEMENTATION PLAN

A. Conclusion

Based on questionnaire data processing and field observation on business situation and internal company condition, it can be concluded that PT KAI service quality has not fulfill customers' expectation. All attributes in product, tariff, and service dimension have negative gap value between importance and performance. Importance and performance matrix is used to help PT KAI in determining priority of attributes improvement. After mapping all attributes, the highest priority to be improved lies in quadrant I. In this quadrant the performance value is low while the importance value is high.

B. Implemmentation Plan

1. Set the schedule back detail cleaning and maintenance trains

Goal :

Keep and maintain cleanliness of trains both exterior and interior

Activities :

- a. Create a new schedule for cleaning and treatment train provides additional time to keep clean the toilet at the time the train is running
- b. Looking for additional officers to perform cleaning and maintenance trains
- c. Conduct training to officers how to do the cleaning and maintenance of the train with good and true

Period of execution :

- a. One week to look for additional officers to clean and take care of the train
- b. One week to create a new schedule cleaning and maintenance trains
- c. One week to carry out training to officers how to do the cleaning and maintenance of the train with good and well

Parties involved :

- a. Management of PT Kereta Api Indonesia
 - b. Cleaning and maintenance of railway Officers
2. Forming new divisions for each set of trains including Argo Parahyangan

Goal :

Focus in the development of each individual carriages including railway Argo Parahyangan

Activities :

- a. Forming a new Division for each set of existing trains at PT Kereta Api Indonesia
- b. Recruit new employees to fill the Division

Period of execution :

- a. Three months to form a new Division for each set of existing trains at PT Kereta Api Indonesia
- b. Two months to recruit new employees to fill the Division has been formed

Parties involved :

Management of PT Kereta Api Indonesia

3. Setting up funds for investment changes and updates the train design

Goal :

Make changes and renewal of railway design

Activities :

- a. Setting up investment funds
- b. Prepare a new train design concept design both exterior and interior
- c. Build trains with new concept

Execution timeframe for a series of trains :

- a. Three years to set up funds
- b. Six months to prepare a new train design concept design both exterior and interior
- c. one year to build the train with the new concept

Partied Involves :

- a. Management of PT Kereta Api Indonesia
- b. Vendors to create new train design
- c. Factory to build railway to the design of the new

4. Employee Training PT Kereta Api Indonesia about good service to passengers (soft skill and hard skill)

Goal :

- a. An employee of PT Kereta Api Indonesia has enough knowledge about service Argo Parahyangan
- b. Employees of PT Kereta Api Indonesia know and realize about any obligations and responsibilities in accordance with the job description in accordance with that management has given
- c. An employee of PT Kereta Api Indonesia has good soft skills skill and hard skill to do their job in order to provide an effective and efficient service.

Activities :

- a. Regular Training on information services and updates on changes in the service.
- b. Conduct technical training related to the job description of each employee
- c. Do soft-skill training which includes communication, motivation, leadership, management, team building mindset, ethos, surveillance, technical presentation, self-improvement, emotionally intelligent, customer service, build trust, interpersonal communication skills, problem solving and decision making, time, basic mentality, performance management, corporate culture, etc.

Period of executions :

- a. Information service training can be conducted routinely every three months.
- b. Training service update information can be made at the time the services are subject to change
- c. Soft-skill and hard-skill training can be done every six months.

Partied Involves :

- a. Management of PT Kereta Api Indonesia

- b. All employees of PT Kereta Api Indonesia
- c. Parties from trainer to employees

5. Employees Gathering

Goal :

To create an employee have the satisfaction to the company and then have motivation to develop PT Kereta Api Indonesia by giving quality service to customers.

Activities :

Outbound activities

Period of Executions :

Outbound can be done every single year

Partied Involves :

- a. Management of PT Kereta Api Indonesia
- b. All employees of PT Kereta Api Indonesia
- c. Committee organizers outbound

6. Employee performance evaluation and reward programs

Goals :

Increase performance, satisfaction, and employee loyalty to the company

Activities :

- a. evaluation of the performance of employees.
- b. Select employees with the best performance to be crowned employee example.

Period of Executions :

Exemplary employees can do auditions every three months

Partied Involves :

- a. Management of PT Kereta Api Indonesia
- b. All employees of PT Kereta Api Indonesia

7. Promotions

The type of promotion :

- a. Promotion of the ease of getting a ticket
- b. Promotion of Argo Parahyangan tickets priced at Rp 10,000
- c. Promotion of train tickets that can be used with a single path on commuter rail in Jakarta
- d. Promotion of call center 121

Goals :

- a. Reduce the number of queues at the ticket counter at the station
- b. Introduced to society about the place other than at the ticketing counter station

- c. Customers familiar with the reservation ticket beforehand in order not to run out of tickets

- d. Attracted the attention of the public to try to use Argo Parahyangan train

- e. Inform the public of the ease-of-use Meter Parahyangan train from Bandung to Jakarta and can continue their journey using existing commuter rail in Jakarta

- f. Informing the public of the existence of the service call center that serves as a place of 121 reservation and customer complaints

Activities :

- a. Promotion in print media (brochures, banners, billboards, and newspaper), radio, social media (Facebook and twitter), television media, websites, and promotional events.
- b. Presentation and teaming up with companies who need transportation services Bandung-Jakarta

Period of Executions :

Promotion must be made actively to :

- a. The management of PT Kereta Api Indonesia can restore the lost of revenue passenger trains Argo Parahyangan.
- b. Management of PT Kereta Api Indonesia could attract the attention of the public to re-use the Argo Parahyangan train
- c. Community know that given the new service management Parahyangan Train

Partied Involves :

- a. Management of PT Kereta Api Indonesia
- b. Companies that print brochures, banners, billboards
- c. Radio
- d. Newspaper
- e. Television Station

8. Create event sponsored by PT Kereta Api Indonesia

Goals :

Draw attention to the public about the interest in reusing railroad transportation services in particular Argo Parahyangan

Activities :

- a. Photography competition uses the object then made train Argo Parahyangan and exhibition rated by the community. This is so the community knows the improvements that have been made
- b. Competition made by the story has themes of railway Argo Parahyangan. This is so that the

community has an interest rate of performance and provides advice for the development of Argo Parahyangan train

Period of Executions:

Each event can be done once a year in order to keep the routine. Given the large number of train lovers group in Indonesia

Partied Involves :

- a. Management of PT Kereta Api Indonesia
- b. Event organizer who attends the event will be created.

REFERENCES

- Ardana, F., 2011, Brand Revitalization Strategy of 4848 Travel, Institut Teknologi Bandung.
- Cahyono Gini, 2008, Pengaruh Kualitas Pelayanan dan Harga Pelayanan Terhadap kepuasan Masyarakat, Universitas Terbuka
- Henry Anthony E, 2011, Understanding Strategic Management Second Edition, Oxford University Press
- Helmi Syafrizal, 2008, Kualitas Produk Dalam Kepuasan Pelanggan, shelmi.wordpress.com
- Kitcharoen, K., 2004, The Importance-Performance Analysis of Service Quality in Administrative Departments of Private Universities in Thailand, ABAC Journal, 24(3): 20-46.
- Kotler, P. and Keller, K.L., 2012, Marketing Management, England, UK: Pearson Education Limited 2012.
- Lovelock, C. and Wirtz, J., 2011, Services Marketing: People, Technology, Strategy, New Jersey: Pearson Education, Inc.
- Malhotra, Naresh K., 2010, Marketing Research: An Applied Orientation, New Jersey: Pearson Education, Inc.
- Martilla, J.A. and James, J.C., 1977, Importance-Performance Analysis, Journal of Marketing, 41(1): 77-79.
- Trihendradi, 2011, Langkah Mudah Melakukan Analisis Statistik Menggunakan SPSS 19, Yogyakarta, Penerbit ANDI
- Parasuraman A., Zeithaml, V.A., Berry, L.L., 1985, A Conceptual Model of Service Quality and Its Implications for Future Research, Journal of Marketing
- Zeithaml, V.A., Bitner M.J. and Gremler D.D. 2006, Services Marketing: Integrating Customer Focus across the Firm, New York: McGraw-Hill Companies, Inc.