

Leadership Competencies Analysis on the Implementation of Customer Success Management in Leading Heavy Equipment Companies in Indonesia

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Abstract—Customer Success Management (CSM) is currently widely used and developed as a customer-focused corporate strategy with the aim of improving the quality of service in handling customer feedback responses, handling customer complaints, building communication with existing customers or potential customers, as well as maintaining customer satisfaction and loyalty. CSM implementation is a new breakthrough made by the company, as an effort to maintain its customers and increase the growth of its business. How the implementation of CSM is carried out properly and felt by customers, then there needs to be a leadership role in running this program. Therefore, it is necessary to conduct effective analysis through changes in mindset and behavior or by emphasizing on the leadership aspect of the successful implementation of a CSM program on each site lead by Site Manager. 360 degree feedback method is one of the qualitative assessment approaches used in this research so that it can help organizations obtain objective information in measuring behavior competencies. The questionnaire used in 360-degree Feedback consists of 48 items grouped into Behavior Competencies consisting of Vision and Business Sense, Customer Focus, Interpersonal Skill, Analysis and Judgment, Planning Driving Action, Leading and Motivating, Teamwork, Drive Courage.

Keywords: customer success management (CSM), behavior competencies, feedback 360-degree, site manager.

I. INTRODUCTION

One of the companies that sells heavy equipment in Indonesia is PT. ABC is the largest and leading heavy equipment distributor in Indonesia, providing products from world-renowned brands. Currently the company's distribution network includes 22 branch offices and 22 site

offices throughout Indonesia [1]. The image below shows one of PT ABC's heavy equipment products operating in the field, namely Hydraulic Excavator. This machine is a large class category with an operating weight of around 200 tons.



Fig. 1. Hydraulic excavator 200 ton

Heavy equipment sales in Indonesia are very large, most of the equipment is used for work in the mining, construction and plantation sectors. Several world class heavy equipment trademarks have been marketed in Indonesia, some of which are Komatsu, Caterpillar, and Hitachi. For heavy equipment with the Komatsu trademark, from 2015 to 2019 sales reached 15,326 units [1].

To increase efficiency and competitiveness, this company must make efforts to retain customers and increase sales, one of the messages from the management of this company is to make a new breakthrough or a differentiation that is truly felt by customers. The management of this company believes that differentiation is

the key to the company's business growth. One of the programs is implementing the Customer Success Management (CSM) program for customers.

Currently, from the data on customer satisfaction results in this company based on the business sector, the mining and agro sectors are experiencing a downward trend, namely for the mining sector from a value of 77.1 in 2017 to 75.7 in 2019. While the agro sector is from a value of 78.0 in 2017 to 77.8 in 2019. Then from the results of service satisfaction based on the division sector got a value of 75.0 on the Parts Division service and got a value of 76.3 on the Service Division service [2]. Although the value of this company's product support service is still considered to be above that of its competitors, because the decline is quite significant, it is necessary to be careful because it can affect the revenue of the Service Division and Parts Division.

A. Research Problems

If you look at the data above, this company by running the Customer Success Management Program is one of the company's strategies to overcome the above problems. However, the problem is not yet known what the role of the leader at the site is and what impact it will have on the success of Customer Success Management.

B. Research Objectives

- To find out what are the leadership competencies of the Site Manager in implementing CSM.
- To find out the success of CSM Program running by Site Manager on their site.
- This is to find out whether there is a correlation between leadership competencies and the success of the CSM program run by the Site Manager.

C. Research Question

- How to measure the leadership competencies aspects of Site Manager using 360 degree feedback?
- How to measure the success of the CSM program running by Site Manager on their sites?
- How to measure the correlation of the Site Manager leadership competencies on the success of the CSM program running by Site Manager on their sites?

D. Significant of Study

In a study conducted by David C. Nystrom (2001) entitled "360 degrees of feedback: a powerful tool for leadership development and performance appraisal.", Explains that his research is being used for leadership development and administrative assessment in the United States Navy. Her research uses 360-degree feedback for modern leadership development, reinforced by a similar system for administrative performance appraisals. The significance of the research between the above research and the research to be carried out in this study lies in the questionnaire taking method used in this study, namely the research uses 360-degree feedback for leadership development of the United States Navy, while in this study

using 360-degree feedback for now the leadership competence in Site Manager.

E. Hypothesis

With the leadership role in running CSM program, so that the CSM can be felt by customer, and also that it can increase the business of this company.

II. THEORETICAL PERSPECTIVES

A. Leadership Competencies

According to Leung, et all (2016) Competence is a combination of attributes consisting of knowledge, skills, and attitudes with the ability to make a professional assessment and appear intelligent in certain situations [3]. The competency as a set of observable performance dimensions, including individual knowledge, skills, attitudes, and behaviors, as well as organizational processes and capabilities, which are related to performance and provide organizations with a sustainable competitive advantage [4].



Fig. 2. Knowledge, skill and attitude concepts [3]

According to the company's view that the competence of each individual is divided into two groups namely Soft Competencies and Hard Competencies. Soft Competencies only include Behavior Competencies (BC), while Hard Competencies consists of three competencies, namely Business Management Competencies (BMC), Technical Operating Competencies (TOC) and English Literacy (EL).

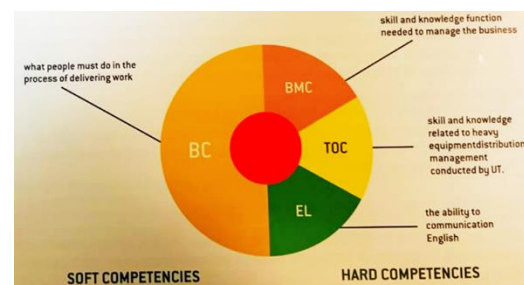


Fig. 3. Competencies development concepts

The Leader Competencies category in this company is part of the Behavior Competencies group which consists of Vision and Business Sense, Customer Focus, Interpersonal Skill, Analysis and Judgment, Planning Driving Action, Leading & Motivating, Teamwork, Drive Courage [5].

B. Customer Success Management

The main driver for the change from service improvement efforts is the company to proactively engage with customers to create added value namely Customer Success Management. Which is operationally defined as

proactive customer engagement to ensure the potential value of the product offering is realized by the customer [6].

According to PT ABC, Customer Success Management (CSM) is a program of differentiation for the company and is a superior value program owned by this company. CSM is a proactive program of companies that aim to manage relationships with customers in order to increase customer trust in this company. The success of CSM program conducted by each site every year is monitored and measured from three aspects, namely Winning Team, Winning Concept, Winning System and Performance.

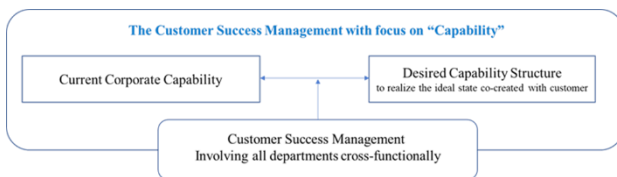


Fig. 4. Customer success management concept

C. 360 Degree Feedback

Although competencies are usually identified through analysis of work or assignments, or through "expert panels, critical incident methods, and behavioral event interviews" [7]. However, method 360-degree feedback has been shown to improve some things related to the function of a leader, such as making positive changes to the attitude [8]. The 360-degree feedback develops in response to the changing needs of the development aspects of leadership [9]. So that this method can be used as an alternative way to know the competence of leadership in Site Manager.



Fig. 5. Feedback 360-degree [9]

III. RESEARCH METHODS

A. Research Framework

This type of approach used in this research is a quantitative approach, where an approach that emphasizes the analysis of numerical data processed using statistical methods. The type of research used is survey research, namely by using the 360-degree feedback method or Multi-Source Assessment. In survey research, the information collected from respondents using a questionnaire is to measure the leadership competence of the Site Manager. Information obtained from 360-degree feedback is a collection of assessments from the Site Manager, direct supervisors, co-workers and subordinates. This research was conducted for all Site Managers who run the Customer Success Management program. From the data taken will be analyzed for research.

Broadly speaking, this research was carried out in five stages, namely:

- Research preparation.

At this stage the researcher prepares several things, namely formulating the problems to be discussed, determining the variables to be studied, conducting a literature study to obtain an overview of the appropriate theoretical basis, then compiling and preparing research instruments and determining the subject of this research.

- Instrument Creation

In making the instrument, it is necessary to arrange questions that refer to the factors that influence the research. To compile the statement items, these factors are translated into a grid of research instruments which are then developed into item items. Statement items are a description of the contents of the factors described above, then translated into existing indicators, compiled items that can provide an overview of the state of these factors. The items compiled are positive and negative. The negative statement is intended to vary the statement so that it is not monotonous and boring. After the measuring instrument is made by the researcher in the form of a scale. After the statement items are arranged, the next step is to consult an expert or expert calibration. There are 2 experts, including the Team Assessment Team from the HC (Human Capital) Division, the Division Head from the Site Manager and the Area Manager who previously graduated from the Site Manager. Then a trial was conducted to see the level of validity and reliability of the measuring instrument.

- Research Implementation

This process begins by asking permission from related parties in this company. The research was conducted by distributing questionnaires to related parties to get the results of the Leader Competencies from the Site Manager. Meanwhile, to get the results of the success of the Customer Success Management program, taken from the CSM program assessment conducted by the Internal Committee of this company.

- Data Processing

After the research data is obtained, scoring and recalculation is carried out which ends with analyzing the data through statistical methods assisted by using the Microsoft Excel program.

- Discussion

This stage is the final stage of this research, where the researcher discusses and analyzes the results of research data through statistical methods assisted by using the Microsoft Excel program which is supported by theories, then makes conclusions as well as recommendations and discussions that support the completion of this research.

B. Analysis & Design

Currently Business Process of Analysis using:

- Questionnaire Feedback 360 Degree for Leadership Competencies Mapping.

- Evaluation for CSM Implementation.

Currently Business Process of Design using:

- Validity test use Product Moment Pearson correlation through Microsoft Excel.
- The Reliability Test use the Alpha Cronbach formula through Microsoft Excel.
- Correlation Results use Simple Linear Regression Model through Microsoft Excel.

C. Scope of Study

The limitation of the problem in this research are as follows:

- Focus on the influence of leadership competency assessment 360 feedback degree on the implementation of Customer Success Management program located on Site.
- The Researcher also limits research questionnaire question items only to superiors, themselves, subordinates and peers to leaders located.

IV. RESULTS & DISCUSSION

Subjects in this study were employees who were directly involved with the Site Manager, amounting to 151 people. The data used in this study were data obtained by distributing questionnaires to all respondents, namely 25 Site Managers, 10 Superiors, 91 Sub-Ordinates and 25 Peers to gain Site Manager Leadership Competencies. The results of the distribution of this questionnaire are in the form of employee opinions regarding the assessment of 8 competency attributes of Vision & Business Sense, Customer Focus, Interpersonal Skills, Analysis & Judgment, Planning Driving Action, Leading & Motivating, Teamwork, Drive Courage owned by the Site Manager. The method used in distributing this questionnaire is through the distribution of email and also social media, namely WhatsApp with the help of Google Form. Meanwhile, to determine the success of the implementation of the Customer Success Management (CSM) program carried out by each site by conducting an assessment by the project committee through Innovation judging which is assessed from 4 aspects, namely Winning Concept, Winning System, Winning Team and Performance. The research results obtained are presented as follows.

A. Research Results

- Validity Test.

Validity test was conducted to measure the validity or suitability of the questionnaire that researchers used to obtain data from respondents and also an assessment of the success of the Customer Success Management program run by Site Manager. In this test use a significant rate of 5%. All statements are declared valid if $r\text{-count} > r\text{-table}$.

Table 1 is showing all question items of Variable Leadership Competencies of Site Manager are declared

valid, as well as have corrected-total correlation $r\text{-count} > r\text{-table}$ that is a significant level alpha 5% ($\alpha = 0.05$) and $N = 189$. With a value of $r\text{-table} = 0.142$, because the value of $r\text{-calculate}$ all statement items greater than 0.142 proves that all items in this study are declared valid.

TABLE I
VALIDITY TEST RESULT OF LEADERSHIP COMPETENCIES

VARIABLE n=189	COMPETENCIES ITEM	r-count	r-table	Status
	1	0,728	0,142	Valid
	9	0,793	0,142	Valid
	17	0,799	0,142	Valid
Vision & Business Sense	25	0,807	0,142	Valid
	33	0,712	0,142	Valid
	41	0,752	0,142	Valid
	2	0,777	0,142	Valid
	10	0,829	0,142	Valid
	18	0,760	0,142	Valid
Customer Focus	26	0,778	0,142	Valid
	34	0,802	0,142	Valid
	42	0,843	0,142	Valid
	3	0,713	0,142	Valid
	11	0,815	0,142	Valid
	19	0,749	0,142	Valid
Interpersonal Skills	27	0,814	0,142	Valid
	35	0,812	0,142	Valid
	43	0,779	0,142	Valid
	4	0,804	0,142	Valid
	12	0,774	0,142	Valid
	20	0,856	0,142	Valid
Analysis & Judgement	28	0,785	0,142	Valid
	36	0,825	0,142	Valid
	44	0,811	0,142	Valid
Leadership Competencies of Site Manager	5	0,755	0,142	Valid
	13	0,813	0,142	Valid
	21	0,851	0,142	Valid
Planning & Driving Action	29	0,827	0,142	Valid
	37	0,835	0,142	Valid
	45	0,878	0,142	Valid
	6	0,831	0,142	Valid
	14	0,782	0,142	Valid
	22	0,790	0,142	Valid
Leading & Motivating	30	0,731	0,142	Valid
	38	0,811	0,142	Valid
	46	0,844	0,142	Valid
	7	0,826	0,142	Valid
	15	0,835	0,142	Valid
	23	0,799	0,142	Valid
	31	0,810	0,142	Valid
Teamwork	39	0,792	0,142	Valid
	47	0,828	0,142	Valid
	8	0,852	0,142	Valid
	16	0,839	0,142	Valid
	24	0,781	0,142	Valid
Drive & Courage	32	0,839	0,142	Valid
	40	0,790	0,142	Valid
	48	0,743	0,142	Valid

TABLE II
VALIDITY TEST RESULT OF LEADERSHIP COMPETENCIES

VARIABLE n=182	ITEM	r-count	r-table	Status
Successful implementation of the Customer Success Management (CSM) program	Winning Concept	0,884	0,145	Valid
	Winning Team	0,898	0,145	Valid
	Winning System	0,919	0,145	Valid
	Performance	0,911	0,145	Valid

From the Table 2, it can be seen that all the question items for the success of the implementation of the Customer Success Management program are declared valid, and the total correlation correction $r\text{-count} > r\text{-table}$ is a significant level of 5% alpha ($\alpha = 0.05$) and $N = 189$. With a value of $r\text{-table} = 0.145$, because the value of $r\text{-count}$ of all statement items is greater than 0.145 proves that all items in this study are declared valid.

- Reliability Test.

The reliability test is performed to test the accuracy and accuracy and measurement of the specified value, namely cronbach Alpha > 0.60 and the presentation of the Table 3.

TABLE III
RELIABILITY TEST RESULT

Variable	Item	Cronbach's Alpha	Requirement	Status
Leadership Competencies of Site Manager	48	0,988	0,60	Very Reliable
Successful implementation of the Customer Success Management (CSM) program	4	0,853	0,60	Very Reliable

From the Table 3 shows Cronbach's Alpha, the result is 0.988 and 0.853 greater than 0.60. This indicates that all items of statement in this study were stated to be very reliable or very consistent.

- Implementation Customer Success Management program Result.

The results of success of the CSM research program obtained are presented in Table 4 form as follows.

TABLE IV
CSM RESULT

No	Site Manager	Average of Winning Concept	Average of Winning Team	Average of Winning System	Average of Performance	Total Average Score	Criteria
1	SM1	3,55	3,64	3,27	2,73	3,30	Good
2	SM2	3,22	3,22	3,11	2,67	3,06	Pretty Good
3	SM3	3,89	3,61	4,09	3,78	3,84	Good
4	SM4	3,20	3,20	3,20	3,20	3,20	Pretty Good
5	SM5	3,36	3,55	3,50	3,45	3,47	Good
6	SM6	3,53	3,51	3,24	3,39	3,42	Good
7	SM7	4,15	4,09	4,08	3,82	4,03	Good
8	SM8	3,60	3,42	3,38	3,36	3,44	Good
9	SM9	3,85	4,04	3,90	3,92	3,93	Good
10	SM10	4,01	4,13	3,75	3,44	3,83	Good
11	SM11	3,43	3,38	3,32	3,20	3,33	Pretty Good
12	SM12	3,16	3,06	2,77	2,87	2,97	Pretty Good
13	SM13	4,00	3,33	3,00	2,67	3,25	Good
14	SM14	4,03	3,96	4,01	3,96	3,99	Good
15	SM15	3,00	3,00	3,00	3,00	3,00	Pretty Good
16	SM16	2,57	2,75	2,13	2,50	2,49	Bad
17	SM17	3,5	3,6	3,4	3,6	3,53	Good
18	SM18	3,70	3,80	3,70	3,60	3,70	Good
19	SM19	3,51	3,54	3,13	3,23	3,36	Pretty Good
20	SM20	3,00	3,00	2,50	2,50	2,75	Pretty Good
21	SM21	4,15	4,09	4,08	3,82	4,03	Good
22	SM22	3,55	3,64	3,27	2,73	3,30	Good
23	SM23	3,10	3,10	3,05	2,95	3,05	Pretty Good
24	SM24	3,25	3,54	3,45	3,41	3,41	Good
25	SM25	3,52	3,68	3,75	3,45	3,60	Good
TOTAL AVERAGE SCORE OF PROJECT CSM						3,41	Good

To facilitate research, the above explanation can be described in the table below by applying a range to each rating scale.

TABLE V
RESEARCH SCALE RANGE OF CSM

NO	SCORE	CRITERIA
1	1 - 1,8	Very Bad
2	1,8 - 2,6	Bad
3	2,6 - 3,4	Pretty Good
4	3,4 - 4,2	Good
5	4,2 - 5	Very Good

If you look at a range of scales in the table above, the range numbers entered in the Good range. This illustrates that the success of the CSM program run by the Site Manager on site in the company respectively were jointly conducted Customer categorized Good.

- Leadership Competencies Result.

The research results obtained from the questionnaire data on Leadership Competence at Site Manager are presented in more detail based on the dimensions in table form as follows.

TABLE VI
LEADERSHIP COMPETENCIES RESULT

COMPETENCIES	NO. ITEMS	RESPONDENS ANSWER				N	SCORE	CRITERIA
		1	2	3	4			
Vision & Business Sense	1	1	67	121	189	687	Strongly Agree	
	9	4	78	107	189	670	Strongly Agree	
	17	12	85	92	189	647	Strongly Agree	
	25	6	86	97	189	658	Strongly Agree	
	33	9	77	103	189	661	Strongly Agree	
41	12	91	86	189	641	Strongly Agree		
Customer Focus	2	1	10	65	113	189	668	Strongly Agree
	10	1	13	53	122	189	674	Strongly Agree
	18	2	16	81	90	189	637	Strongly Agree
	26	3	4	71	111	189	668	Strongly Agree
	34	3	19	109	58	189	600	Agree
42	1	8	88	92	189	649	Strongly Agree	
Interpersonal Skills	3	2	15	56	116	189	664	Strongly Agree
	11	4	12	88	85	189	632	Strongly Agree
	19	3	8	81	97	189	650	Strongly Agree
	27	2	11	93	83	189	635	Strongly Agree
	35	5	12	89	83	189	628	Strongly Agree
43	4	13	89	83	189	629	Strongly Agree	
Analysis & Judgement	4	1	8	80	100	189	657	Strongly Agree
	12	5	70	114	189	676	Strongly Agree	
	20	1	8	93	87	189	644	Strongly Agree
	28	12	104	73	189	628	Strongly Agree	
	36	1	5	87	96	189	656	Strongly Agree
44	1	6	84	98	189	657	Strongly Agree	
Planning & Driving Action	5	1	12	83	93	189	646	Strongly Agree
	13	8	80	101	189	660	Strongly Agree	
	21	1	11	84	93	189	647	Strongly Agree
	29	1	14	75	99	189	650	Strongly Agree
	37	2	6	82	99	189	656	Strongly Agree
45	1	9	86	93	189	649	Strongly Agree	
Leading & Motivating	6	4	12	92	81	189	628	Strongly Agree
	14	3	11	95	80	189	630	Strongly Agree
	22	3	7	81	98	189	652	Strongly Agree
	30	2	4	86	97	189	656	Strongly Agree
	38	3	7	101	78	189	632	Strongly Agree
46	3	11	83	92	189	642	Strongly Agree	
Teamwork	7	5	9	74	101	189	649	Strongly Agree
	15	4	3	78	104	189	660	Strongly Agree
	23	1	9	80	99	189	655	Strongly Agree
	31	3	10	63	113	189	664	Strongly Agree
	39	5	74	110	189	672	Strongly Agree	
47	2	9	65	113	189	667	Strongly Agree	
Drive & Courage	8	5	6	78	100	189	651	Strongly Agree
	16	1	17	86	85	189	633	Strongly Agree
	24	2	5	58	124	189	682	Strongly Agree
	32	3	11	87	88	189	638	Strongly Agree
	40	1	8	100	80	189	637	Strongly Agree
48	1	4	75	109	189	670	Strongly Agree	
TOTAL		87	393	3427	4031	7938		
PERCENTAGE		1%	5%	43%	51%		651 Strongly Agree	
TOTAL AVERAGE SCORE OF LEADERSHIP COMPETENCIES SITE MANAGER								

To facilitate research, the above explanation can be described in the table below by applying a range to each rating scale.

TABLE VII
RESEARCH SCALE RANGE OF CSM

NO	SCALE RANGE	CRITERIA
1	189 - 330,75	Strongly Disagree/Very Bad
2	330,75 - 472,5	Disagree / Bad
3	472,5 - 614,25	Agree / Good
4	614,25 - 756	Strongly Agree / Very Good

If you look at a range of scales in the table above, the range numbers entered in the Strongly Agree range. This illustrates that the Leadership Competencies of Site Manager categorized Very Good.

- Correlation Result.

The results of success of the CSM research program obtained are presented in Table 8 form as follows.

TABLE VIII
SIMPLE LINEAR REGRESSION

Regression Statistics	
Multiple R	0,710639005
R Square	0,505007795
Adjusted R Square	0,480258185
Standard Error	0,255354295
Observations	22

	df	SS	MS	F	Significance F
Regression	1	1,33050359	1,33050359	20,40467666	0,000210202
Residual	20	1,304116319	0,065205816		
Total	21	2,634619909			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95,0%	Upper 95,0%
Intercept	-0,147621719	0,793640143	-0,186005862	0,854313782	-1,803126048	1,507882609	-1,803126048	1,507882609
X	1,026296826	0,227199896	4,517153601	0,000210202	0,552366149	1,500227504	0,552366149	1,500227504

TABLE IX
CORRELATION COEFFICIENT CATEGORY [10]

Range	Category
0 - 0.199	Very Weak
0.20 - 0.399	Weak
0.40 - 0.599	Sufficient
0.60 - 0.799	Strong
0.80 - 1	Very Strong

From the linear regression analysis Table 9, it is known that the calculated F value obtained is 20.4046 with a significance value of 0.00021, where the significance value is smaller than the alpha, namely 5% or 0.05, so it can be concluded that this simple linear regression model can be used to predict. Then from the data table above, the correlation value is obtained of 0.7106. If you look at the table of correlation categories, for that value it is in the "Strong" category. Then for the coefficient of determination 0.4802 or 48.02%, which means that the Site Manager's leadership competence can affect the implementation of the Customer Success Management program by 48.02%, the rest is influenced by other factors.

V. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusion

Based on the results of the data analysis, the conclusions are as follows:

- Overall, the site manager's leadership competence can be said to be "Very Good" and is in accordance as expected in order to achieve organizational goals.
- Site Manager in running the Customer Success Management program can be said to be "Good". This illustrates that the CSM program carried out by the Site Manager at this company is categorized as good.
- From the data analysis, it shows that there is a significant relationship between the Site Manager

Leader Competence and the implementation of the Customer Success Management Program.

B. Recommendation

From research conducted there are still some that can still be optimized. Here are some recommendations for improvement in this study:

- Companies should focus more on leadership development in Site Manager.
- Respondents are expected to establish better communication so that when research is carried out the data obtained is more accurate, so that management can provide appropriate development for the site manager.
- Further research is expected to involve customers and further research is expected to use more than one independent variable so that the research results can provide more in-depth information.

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