

CREATING CUSTOMER ADVOCACY TOWARDS CUSTOMER of LALA GROUP BABY SHOP

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ABSTRACT

Business and customers are currently in a state of content shock, where the company must have received complaints from its customers. The negative worth of mouth from dissatisfied customers will impact the future of the business. This is where the importance of customer advocacy. Because they are not only encourage and recommend but also volunteer to defend when there is a negative issue about the brand. Lala Group Baby Shop has been established since fifteen years ago with six branch outlets in Sidoarjo. So advocacy is very important for the business so that in the future it can reduce the cost of promotion and increase the advantage of competing with competitors. This research aims to create customer advocacy as well as to create an appropriate advocacy strategy for Lala Group Baby Shop customers.

The research approach used is qualitative descriptive using case study type with explorative analysis method with analytical descriptive approach. Research subjects in this study there are five women who are customers of Lala Group Baby Shop that has met the criteria and selected by purposive sampling that representing several branches of Lala Group Baby Shop. The research was conducted with semi-structured interview methode.

From the results of the research, it is known that all of these informants have the potential to become an advocate customer because they already have good satisfaction, trust, commitment and loyalty. Overall there is no difference strategy on customers of Lala Group Baby Shop based on the customer profile and behaviour. Thus, the resulting customer advocacy strategy can be applied to all Lala Group Baby Shop customers by recognizing and improving company deficiencies, creating communities, implementing membership card programs, and working with ojek online to implement delivery systems.

Keyword: Satisfaction, Trust, Commitment, Loyalty, Advocacy

INTRODUCTION

The development of modern retail business in Indonesia increasingly shows rapid progress. The development of retail business in various big cities and small towns in Indonesia can't be separated from the demands of society that is very practical, fast, and comfortable. The number of players in the retail business makes the competition very tight. They compete to provide ease in serving customers, as well as with various strategies applied in order to seize customers,

while making them loyal. So, they strive to create good relationship quality with their customers. By having a good relationship quality, the company is able to change the loyal customer into advocacy by recommending and further defending the company. Maintaining or even improving relationship quality with loyal customers is economically cheaper compared to recruiting new customers.

Reported from the website of the Ministry of Communication and Informatics of the Republic of Indonesia, data obtained from the June 2nd edition of Indonesia Demographic and Health Survey (SDKI), Total Fertility Rate (TFR) or childbirth rate of a woman in Indonesia reached 2.6 children 2012, meaning that every woman has 2-3 children during her lifetime where there is an increase from 2011. Meanwhile, the Total Fertility Rate (TFR) in rural area is 17% higher than urban up to 2.8 children compared to urban areas only reached 2.4 children. So, from the data can be concluded the opportunity for the establishment of infant and child equipment business in rural areas is still very promising.

Lala Group Baby Shop is one of the middle-class modern retail business that provides baby and child supplies and has several retail outlets spread across Sidoarjo District. Sidoarjo is one of developed district near Surabaya (capital of the province) that included of the 16th largest rank for the Market Potential Index for Regencies in Indonesia with high market growth rate compared to districts / cities in Indonesia (Agus Dwi Darmawan; 2017; 50 Kabupaten dengan Potensi Pasar Menjanjikan di Indonesia; <http://databoks.katadata.co.id/datablog/2017/05/12/50-kabupaten-denganpotensi-pasar-menjanjikan-di-Indonesia>). It uses the concept of modern retailers spread in densely populated areas with strategic location not in the city center but able to meet the needs of its customers. The most important concept is reaching customers by closer branches from residential areas of customers.

Being the first does not mean a business can stop innovating. By continuing to build good relationship quality with customers, a brand will be able to survive and even continue to be advocated. Advocacy means action to ask other people in this case the customer to do something for the company. With customer advocacy, the company is able to reduce the cost of promotion with the initiative of its own customers to recommend the company to relatives, which will impact on the promotion through positive word of mouth. The company's challenge is how to make the positive experience shared with others.

LITERATURE REVIEW

Susanta, Taher Alhabsji, M.S.Idrus and Umar Nimran (2013) entitled, "The Effect of Relationship Quality on Customer Advocacy: The Mediating Role of Loyalty". According to them, the use of customer advocacy is very important in the company's efforts to get new customers. Based on the theory of social exchange, advocacy can result from satisfaction, trust, commitment and loyalty. The results of this study states that satisfaction and commitment directly affect the advocacy, but trust has not. Loyalty mediates the relationship between trust and advocacy, while commitment has the greatest impact on advocacy.

Anna M. Walz and Kevin G.Celuch (2010), entitled "The Effect of Retailer Communication on Customer Advocacy: The Mediating Role of Trust" highlight how services can create more customers. It can be said that advocacy, or promotion or defense of a company, product, or brand by a customer to another customer is one of the most important results in building customer engagement. Communication has been positioned as one of the most effective corporate strategies for building relationships, while the level of customer trust in the company also has the potential to influence advocacy. The findings of this study explain the importance of trust customers at retailers. Given that in a competitive environment, retail management will

be involved in quality improvement efforts, realizing the benefits of such actions are minimal for customers who do not have enough confidence in retailers.

Muhammad Hassan, Arslan Ra and Syed Sibtain Kazmi (2015) entitled, "Impact of Differentiated Customer Service, Brand Trust, Brand Commitment, and Brand Salience on Brand Advocacy" aim to identify why brands need to have customer advocacy. Many brands today offer the same type and quality of products. This research study helps in identifying which factors should be considered by top management when designing marketing strategies. Trust on a brand develops when perceived product attributes and actual product attributes are the same. It will create customer satisfaction and emotional attachment and turn customers into advocates.

Bariky Robby, Lilik Noor Yuliati, and Megawati Simanjuntak (2015) entitled "The Influence of Customer Commitment and Loyalty Program on Customer Advocacy Behavior in B2B Product" were conducted quantitatively and empirically tested the impact of satisfaction and trust on commitment, and explored the effect of commitment to customer advocacy behavior. The result shows that commitment has the greatest impact on advocacy. Loyalty programs have a role in making customers from commitment (commitment) to advocacy. And loyalty programs also have a direct influence in making customer advocacy.

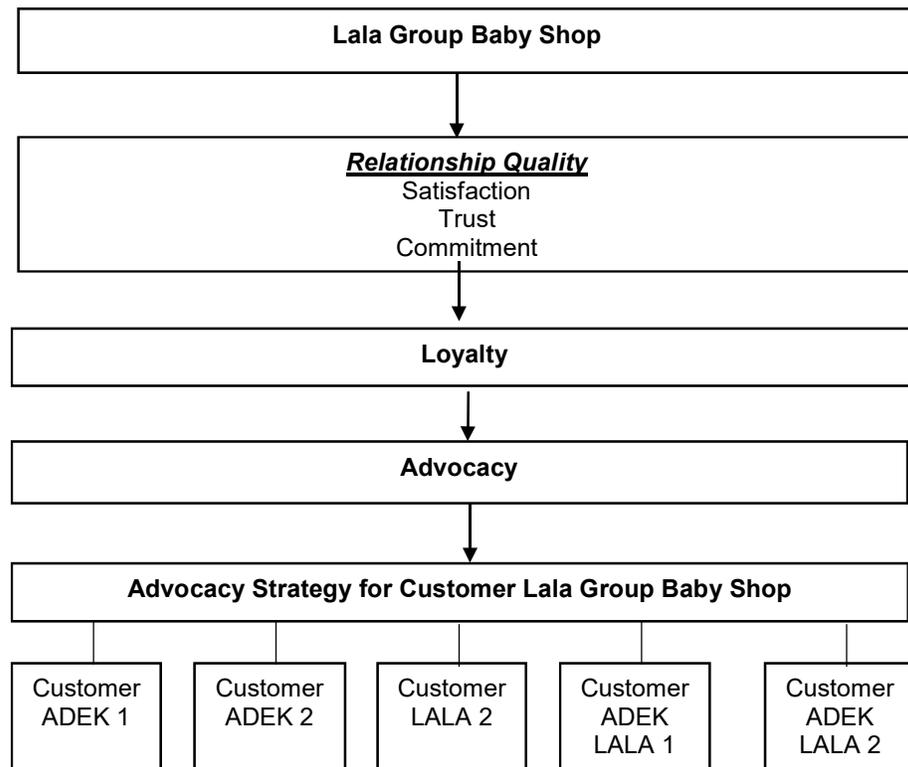


Figure 1. Analytical Model

RESEARCH METHODS

Judging from the data type, the research approach used in this research is qualitative approach. In this study, researchers used a case study in which researchers examined how the relationship quality of customers of Lala Group Baby Shop in order to create an advocate customer who

then reviewed and interpreted its meaning into a strategy that can be applied to customers of Lala Group Baby Shop. The research method used is explorative method with analytical descriptive approach.

The research was conducted in August until November 2017 for four months by conducting interviews in each interviewers at least 45 minutes and maximum 90 minutes at Sidoarjo in accordance with the domicile of the five speakers.

Research subject

Customers from every branch of Lala Group Baby Shop which has been established for at least one year and has a turnover of more than 250 million per month. In the criteria, as many as five people were chosen as research subjects with purposive sampling method. From these observations, it was found that the appropriate samples for this study were: Lala Group Baby Shop customers who make at least 2x purchases in one month on a regular basis, at least do the average transaction at least Rp 300.000,00 per expenditure, shopping for product variation varying or different on every spend.

Object of Research

Table 1. Object of Research

Relationship Quality			Loyalty	Advocacy
Satisfaction	Trust	Commitment		
1. Satisfied with brand attributes 2. Shopping experience 3. Customer Perceptions 4. Customer expectations	1. Reliability 2. Redibility 3. Benevolence 4. Integrity 5. Consistent 6. Competent 7. Responsible	1. Emotional attachment 2. Sense of belonging 3. Sense of Identification 4. Relationship commitment 5. Sustained relationship awareness 6. The utmost effort to maintain relationships	1. Repeat purchase 2. Increased frequency of purchase 3. Buy between product lines 4. Long-term purchases 5. Demonstrate immunity from similar products from competitors	1. WOM positive 2. Try new products 3. Encourage friends / relatives 4. Recommendations 5. Forgive any kind of bad behavior 6. Defend when there is a negative issue

Source: Processed by Researcher (2017)

FINDINGS

RESPONDENTS

Table 2. Interviewers Profile

Demographics Indicators	Adek Lala 2	Adek Lala 2	Adek 1	Adek 2	Lala 2
	Finda (FD)	Risma (RA)	Jannah (RJ)	Annisya (AA)	Yuli (YN)
Age	20 tahun	27 tahun	31 tahun	32 tahun	38 tahun
Domicile	Sidokare	Sidokare	Villa Jasmine 3 (Suko)	TAS 4 (Jambangan)	Sidodadi (Jambangan)

Occupation	Housewife and entrepreneur	Banker	Housewife	Housewife	Kindegarten Teacher
Education	Senior high school, (cuti kuliah)	S1	D3	D2	D1
Child Age	10 months	2 years	8 months, 3 years	2 years, 4 years	5 months, 8 years
Customer Behaviour					
Customer duration	1 year	Since 2001. Active shopping since 2 years ago	3 years	3 years	5 years
Shopping partner	alone, sister, mom	kid, sister, mom	Alone, kid	Alone, husband	Alone, friend
Shopping intensity	1x	1x	2x	1x	2x
Shopping expense/visit	Rp 350,000-500,000	Rp 300,000-400,000	Rp 100,000 - 500,000	Rp 300,000 -800,000	Rp 100,000 - 600,000
Shooping expense/months	Rp 350,000-1,050,000	Rp 600,000-900,000	Rp 400,000-800,000	Rp 300,000-900,000	Rp 400,000-800,000
Shopping Products	Diapers, toiletries, dailywear	milk, diapers, toiletries, dailywear	milk, diapers, toiletries, dailywear, fashion product,	milk, diapers, toiletries, pakaian dalam anak, fashion product,	milk, diapers, toiletries, dailywear fashion product,

Source: Primary Data (2017)

From the description of the fifth profiles of the resource persons in this study, it can be categorized as follows:

a. Customer Type

Based on the above table, the type of customer in this study is divided into three, based on the length of become customer in Lala Group Baby Shop outlets and can be grouped into three types, namely: (1) new customers, (2) medium customers, (3) old customers . FD is classified as a new customer on Adek Lala 2, having just been a customer for about a year now when she started giving birth to her first child and knowing Lala from her sister who was already shopping at Lala. Then in the second category, medium customers are RJ, RA and AA that have been customers since three years ago.

b. Shopping Habits

The shopping habits of the informants were divided based on their shopping behavior in visiting Lala Group Baby Shop outlets, hence the type of informants based on spending habits can be

divided into (1) once a week (2) twice a week. Resource persons who are categorized have a habit of spending once a week, namely FD, RA, and AA.

c. Type of Goods Purchased

In the type of grouping of items purchased, informants in this study can be classified into two categories based on customer habits in buying goods, namely: (1) personal equipment - non fashion (2) personal equipment - fashion.

INTERVIEW RESULTS

a. Satisfaction

Based on the aspect of satisfaction, the informant was satisfied with the overall aspects that existed from the service, low prices, close to home, complete product, good product quality and comfortable place. Based on the service aspect, the informant as loyal customer is satisfied because when entering into the store, they get good reception from the shop employees. In fact, not infrequently employees have to take the products they want to buy because it was memorized to products purchased by customers. This usually happens to customers who regularly buy milk and diapers. If customers do not come to buy the goods, employees will tend to ask what items are sought and able to recommend goods in accordance with the wishes of customers.

Based on the price, according to informants' opinion, Lala Group sells a more sloping product as evidenced by the opinion of FD that the diapers price in Lala is much more than other minimarket or supermarket in Sidoarjo. Looking at the price comparison with competing baby shop, Lala's price is not too far away but Lala Group has a branch closer to the customer's home so it is economically cheaper than shopping at a competitor's outlet.

If based on a close aspect of the house, Lala Group outlets are indeed created close to densely populated housing targeting low-mobility mothers for new families or young couples, so it is appropriate because the close aspect of the home is the most important aspect of the satisfaction factor when visit the baby shop. Based on the completeness of the product, the majority of Lala Group Baby Shop sells the basic needs of mother and child, so based on interview results there are still some shortcomings in the completeness of the product, although the mother's and child's core products are available there.

Convenient place owned by another baby shop different from other baby shop because the room is clean, air-conditioned room, the place is wide enough so that children can freely to play in the store. According to the researcher's observation but not expressed by the informant, it could be a comfortable factor that is expressed because there are customers are required to remove footwear when entering the store, so the impression clean and comfortable in baby shop is felt by customers when visiting Lala Group Baby Shop.

There are several gaps between perceptions and expectations expressed by customers, including: inadequate parking space when the store crowded, shop operational hours that are not in accordance with customer needs, unavailability of goods desired by customers and goods that are more branded, especially on the equipment and the breast pump. In dealing with this, the company strives to meet the customer's desire for an existing gap that will be explained in detail in the table of managerial implications in the next discussion.

For some bad experiences ever experienced by customers, among them are employees who are playing mobile phone while serving customers and employees are indifferent when there are buyers are able to overcome by good service today. However, the informant who had had a previous bad experience at the service only fumed at the existing service but did not intend to move the shopping place because of the near location of the house, so one of the unpleasant customers willing to contact the company owner for better service at Lala Group Baby Shop.

Broadly speaking, customers of Lala Group Baby Shop already have a good belief in Lala brand. However, the bad experiences experienced by customers in the past, make the company

must try harder to maintain the service that according to the customer is good, in order to avoid similar events even more so it happens to loyal customers who have for years become customers Lala Group Baby Shop.

b. Trust

Based on the results of interviews, there are several factors that make customers sure to shop at baby shop, among others: can see the goods directly, can check expired products, especially milk, low prices, good quality goods, close to home and workplace, flexible payment system, friendly service. By being able to see the goods directly, customers get certainty of goods purchased by being able to hold and check expired products. This is very important especially the products used for babies or children to be consumed or used alone. In addition, the low price determines the belief factor when shopping at a baby shop. If buying products online, in accordance with some customer opinions that online product prices sometimes more expensive or same and not include postage to the address addressed customers. On the quality of the goods, customers will be sure to shop at a baby shop if it has good quality products in terms of quality of materials that are comfortable and safe for the customer's child. In addition, close factors from home and workplace make customers sure to shop at Lala Group Baby Shop with a flexible payment system so that customers feel free in the transaction because it is not limited to cash money brought by customers. The latter and make customers sure shopping at the baby shop is a friendly service. With a friendly service then employees will provide a good explanation of a product, it will make customers will be confident of the product so that the purchase decision will be greater.

The belief in a product and service sold at Lala Group Baby Shop according to all the speakers has been well proven with products received by customers is a good product, never disabled and sometimes employees help to check back the products purchased before receipt was accepted. In addition, the company also provides a return warranty for defective products provided on certain products or products that are not enough in the customer and can be returned with a record of customers carrying a receipt, not to remove the price tag and not more than three days.

If trust in the brand is very good because the brand sold for the needs of baby and child customers is a brand that has been popular and trusted so ascertained has received a security permit for use in infants and children. In fashion brands as well as underwear that are not very popular, customers trust brands that are sold even though the products sold are not a popular brand seeing from the quality of materials as well as the convenience of the product.

Confidence in the promotion can only be answered maximally by customers of Lala Group Baby Shop because some of the informants do not know and never feel the promotion. This can be attributed to the number of customer purchases that tend to be a bit on the purchase of certain items or it could be the shortage of employees who are unable to recommend customers to buy more products in order to get the discount. The belief in Lala Group Baby Shop brand is good, but there are still some deficiencies in some aspect such as trust to promotion because not all informant yet know about promotion. When customers are increasingly aware of existing promotions, then in the future the increase in shopping transactions will increase.

c. Commitment

The emotional bonds owned by Lala Group Baby Shop customers are still at an intermediate level. Because some customers will switch to competitors if the goods sought in Lala does not exist or could be if the price on competitors is cheaper. However, they will still return to the Lala Group as the main reference where to shop but if not there they will find the appropriate store. But there is one customer that is YN mother who has a high emotional bond, if he did not find the product he was looking for in Lala 2 outlet, then he will switch to other branches like

Adek 2 or Adek Lala 2. If not there to Lala Group branch, then he will go to Alfa or Indomaret or shop that sells the product he is looking for. This shows a high emotional attachment to the informant.

The average of informants already know about the existing branch of Lala Group Baby Shop from the logo on the billboard, store name, and yellow identity as trademark brand Lala. Informants who know about Lala Group branch outlets, only from those who have tried to shop at other Lala Group branches other than their usual shopping spots. The reason they shop at other branches other than their usual shopping is because the available items are not available or run out of the outlets they normally visit, accidentally / passing by, close to home-in-law or workplace. And the average of those who have not visited other outlets than the usual because it is only limited to passing and indeed tend to be away from home and not intend to shop.

Considering these facts, customers are committed to continue shopping on branches of the Lala Group regularly and when their children's needs are not met, customers will shop for other needs to buy relatives or friends who give birth and invite others to shop there. This shows that high commitment is already owned by customers of Lala Group Baby Shop.

d. Loyalty

Customer interest to continue shopping at Lala Group Baby Shop stores tailored to customer needs and budget. If there are new products sold at Lala Group Baby Shop stores, some customers are interested in trying new products if the products purchased are suitable and suitable for the customer's children, some of whom are not interested because the new products to buy are not sold at Lala Group Baby Shop stores and others are also afraid of the high risk of trying new products in children. Some are interested in spending on competitors if the product they are looking for is not there or the price offered is more expensive but will tend to shop at stores closer to home and others will tend to be loyal because it is not necessarily compatible with the services of other baby shops. Based on the loyalty of informants Lala Group Baby Shop is good but should be aware if the company does not follow the needs of customers and prices that are not competitive with competitors, it is feared loyal customers will move on competitors.

e. Advocacy

All the informants once said positively about the Lala brand to their relatives. They said positively about Lala brand about comfortable and cheap breastfeeding, cheap and complete goods, and said positive about the free gift wrapping service. What's more, recommending and recommending Lala's brand to relatives has also been done in between recommending a nursing bra to a neighbor who is both breastfeeding, milk and diaper prices cheaper than any other place to you, inviting the neighboring mothers to buy gifts at Lala, as well as suggesting the brand to school guardians in the school about cheap diapers milk and good quality clothes. Some customers have experienced errors in the service and reprimand the employee and confirm the note with the items received. When the customer has never felt a mistake in the service, the customer will reprimand and learn the mistake that there is a defect of the product as long as there is a store warranty to return the product. And all the speakers are willing to forgive service errors. All informants had never heard of negative issues from others, so the criteria for defending when there were negative issues were not included in the assessment in view of the category of customer advocacy creation in this study, because all informants had never heard of negative issues about the Lala Group Baby Shop.

f. Advocacy Strategy

There is no difference in the customer advocacy creation strategy for customers of Lala Group Baby Shop looking at the profile of informants based on their customer behavior.

Thus, customer advocacy creation strategies applicable to Lala Group Baby Shop customers are as follows:

1. Recognize and correct the company's shortcomings

Recognizing the company's shortcomings has to do with recognizing customer needs. To win the hearts of its customers, the company must identify the needs and wants of its customers. Not in terms of rational, but also in terms of emotional. Improve from the company will make the customers become satisfied, because they trust their own experience more than others. When satisfied, they will tend to be loyal and will voluntarily recommend it to other mothers who have a huge impact on the company.

2. Creating community

Communities can be the most effective channel for marketing a product to mothers. First of all, the psychological nature of a woman is very easily influenced and believes in her own community because they are not easy to trust with ads that promise and tend to believe in the worth of mouth or recommendation from their inner circle. Secondly, through the community, our brand is not just talked about from a mother to another. From the results of research conducted by MarkPlus & Co shows that about 60% of mothers spend time at least 1-2 times a month to do social activities or having holiday with friends. From the community, create activities involving mothers. Creating community are not just promotional activities, but educational activities such as parenting, child nutrition, seminars, competitions and sharing as well as some other activity recommendations that have been presented by informants who can present the mothers to discuss each other and gather together. That way will cause the image that Lala brand is very concerned about mothers and children.

This community can be formed beginning with the use of database loyal customer in store that can be started with implementation of membership card before to form community. Then, broadcast message will existence of activities and newly formed community to the loyal customer. And keep these activities running regularly and specifically for them to create an effective community. All resource persons are interested in joining communities in the Lala Group if one day is formed with activities that include: baby gymnastics, baby games that work with other brands, baby fashion, knowledge of child nutrition, collect used clothes from children of customers and donate to needy children, social activities with underprivileged children, and info on child development and parenting.

3. Implement a membership card program

By applying the membership card program to the mothers, they will tend to be tied to a brand and impact will get a discount, so they have to pay less than they should pay at their favorite outlets. Mothers always want a cheap product with good quality then that should be applied to mothers is not cheap image but value for money, cheap and quality. Based on the interviews of the five informants, all the informants are interested to have a membership card at Lala Group Baby Shop because they feel it is a routine need to spend there, so it becomes more value if it gets the privilege of having membership card. Some customers are attracted by the point system accumulated at the end of the period or the end of the month, as well as some customers want a discounted system that is directly cut. While the rest want a reward system or any of the most important membership card does not harm customers and more profitable customers.

4. Delivery program that works with ojek online

Mother is very concerned with her name of time and practicality. Good time efficiency is important for mothers in household affairs. If the time efficiency can be applied properly through the delivery program, it will be more time that mom can spend to relax at home and do other work. If mothers already feel a lot of positive impact from this delivery program, it will

easily make them recommend this program to other mother. Based on interviews with all informants, delivery programs that work together with online motorcycle taxis are very beneficial for mothers with low or high mobility, because the platform is able to ease their work.

5. Training for employees

Conducting training for employees especially for handling complaint from unpleasant customer to service error. In addition, training on employees about providing good service that includes how to greet customers, how to recommend products and serve customers in the store for customers to stay comfortable in shopping. In addition, merchandising products, as well as displays are also provided for in-store interactive to run well so that customers will be more interested in the goods sold.

6. Uncommon promotion every month in cooperation with suppliers

Conducting uncommon promotion that makes customers curious and continue to spread word of mouth positive to relatives about Lala Group Baby Shop. In this promotional form, Lala Group is working with suppliers who are already working with Lala Group Baby Shop. Besides profitable Lala Group, this also has a positive impact for the supplier concerned because the products are also promoted positively. Uncommon promotion can be in the form of providing a trademark doll of a company on every Saturday and Sunday because the most populous day customers where customers can take pictures and get promotional products from the company there.

CONCLUSION

To make customers an advocate, companies must make them satisfied, confident, committed and loyal to the company. Based on the results of research of the five resource persons who became the subject of this study has the potential to become an advocate customer because in outline they are satisfied with the retail aspects that exist despite the shortcomings that must be addressed by the company. In addition, from the aspect of trust, customers have a high confidence in aspects of products, services, and promotions provided by the company even though there are some customers who do not know the type of promotion offered by the company. In terms of commitment, customers have a commitment in the future to maintain the good relationship shown by continuing to shop at Lala Group Baby Shop. And based on loyalty, there are still doubts on the minds of customers to move on competitors because the products customers want about infant and child talent are not available at Lala Group stores or offered price is more expensive than competitors who have the same location nearby. When viewed from these four aspects, the customer already has a good relationship quality with the company. If looked at from the aspect of customer advocacy, the customer has said positive about Lala to others, have suggested brand Lala to people who do not know about brand Lala, have recommended brand Lala to relatives / friends / brother, and forgive mistakes in service. For attributes defending when there are negative issues, customers have never heard of negative issues about Lala Group Baby Shop so that attributes are not used in this study.

There is no specific behavioral difference in the customer advocacy creation strategy for Lala Group Baby Shop customers looking at the categorization of buyers. Judging from the rhythm of customer spending 1x a week has the amount of spending in a month on the minimum amount is still in the same category with customers who have the rhythm of spending 2 times a week. Thus, overall there is no difference in the strategy of creating customer advocacy on Lala Group Baby Shop customers. Thus, customer advocacy creation strategies applicable to Lala Group Baby Shop customers are recognizing and improving company deficiencies, creating communities, implementing membership card programs, and working with online motorcycle taxis to implement delivery systems.

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