CHAPTER IV

DATA COLLECTION & DATA PROCESSING

4.1 Company Profile

PT Expertindo is a training and consulting service company providing training and consulting services for companies or government agencies in the field of Human Resources & Development, Business & Management, Engineering, Oil & Gas, Electricity & Energy, Information Technology, Finance, Law etc. PT. Expertindo is a legal entity that was established based on notarial deed no. AHU-0067791.AH.01.09 on July 2013. The company is a PKP (taxable company) with SIUP (Business permit) number 503/0366/Mkr/XII/2011

The product and service offered by the company include public training, In-house training, certification, and consultancy services. Public training can be held in various locations with a weekly schedule or schedule and flexible number of participants meeting the requests of the companies or agencies that takes places in big cities in Indonesia such as Jakarta, Surabaya, and Medan. In-house training is carried out at the location of the office of the agency concerned with the implementation time in accordance with the request of the agency. Certifications provided by PT. Expertindo include CIPM (Certified International Project Manager), ASCA (Accredited Supply Chain Analyst), CMA (Certified Marketing Analyst), CHRA (Certified Human Resources Analyst), MQM (Master Quality Manager), and Certified Business Analytic Professional. And the last one PT. Expertindo provides consultancy services for state-owned company, private company, hospital, or educational institution.

4.2 Company's Vision and Mission

The company's vision is to become a leading and trusted training and consulting service provider in Indonesia that upholds the quality, professionalism and innovation that is always ready to become partners of various companies.

The company's mission consist of three parts i.e. organizing training and developing soft skills and hard skills training for human resources to be a professional and reliable personnel in their field, organizes consultation and development to respond the needs of the company and provide comprehensive solutions that are relevant to current issues, and develop a network with various parties to improve the quality and scope of the services provided.

The company has 5 departments and every departments vision can be derived from the company's vision. The sales and marketing department vision include professionally and responsively serve client's request, Expand network with business partners, and develop training and consultancy programs innovatively. The operational department vision include conduct training in a professional and quality manner, Innovate to make training more efficient and develop network with instructors. The Information and Technology department vision include support company's business by managing web professionally and up to date, and innovate to expand market from the IT prespective. The Financial department vision include manage the finance toward internal and external clients with good service and develop an efficient financial system. The research and development department vision include develop training syllabus, sertification program in accordance with the latest development and develop training and consulting methods.

According to every departments vision, the goal for every department can be broken down. The goal for sales and marketing department include performing sales call 10 times a day, serving customer respond less than 30 minutes, and making a deal of minimum IDR 75.000.000 per month. The goal for operational deparment include conducting training on time without any delay, Have network with instructor, one training module have two instructors, reduce training costs to be less than 70% of the total training cost. The Research and Development department goal include updating additional syllabus (2 new syllabus per week), develop new events (1 event per month), develop sertification (1 sertification per month). The IT department goal include develop web with SEO 75 prospects per month, make 100 banner per week, updaate social media 8 times a month. The finance department goal include reduce the administration faulty to 0, process invoice minimum of 3 days.

4.3 Organizaitonal Structure

PT Expertindo's organizational structure in divided into 5 divisions, namely marketing and sales, operating production division, information technology division, R&D division and financial division. In accordance with the amoeba organizational structure, thus five amoebas were formed according to their divisions. The organizational structure divides the division into profit and non-profit divisions as shown in Figure 4.1.
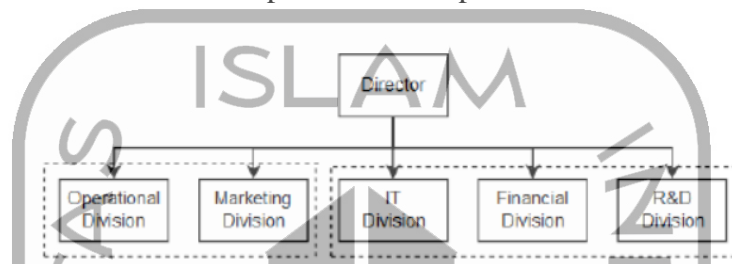

Figure 4.1 Organizational structure

The profit-making division includes Operational division and sales marketing division. While IT, financial and R&D division is classified as non-profit division or supportive divisions.

4.4 Amoeba Accounting System

Amoeba management system divides an organization into small units operating independently using market oriented divisional accounting system. This encourages the development of leadership and gives all employees management awareness and facilitates management by all, a method involving all employees in daily operation of business. As a result of the accounting division system, an internal transaction among amoeba existed. In this research, only the profit-making division accounting management system is designed. The amoeba accounting system design for PT. Expertindo is given in Table 4.1.

Table 4.1 Amoeba accounting system

Sales			Operational		
Revenue	A= A1+A2		Revenue	A= A1+A2	
Sales Public Training	A1		Sales Public Training	A1	
Sales In House Training	A2		Sales In House Training	A2	
Sales Commission	B=10%A		Commission Payment	B	
Sales Revenue	B		Production Income	G=A-B	
Marketing Expenses	C=∑Ct		Production Expenses	H=∑Ht	
Promotional Cost (website)	C1		Instructor Fees	H1	
Operational & Office Supply	C2		Co-Instructor Fees	H2	
Depreciation	C3		Meeting Room Rental Fee	H3	
Overhead	C4		Transportation Cost	H4	
			Internal Purchase	H5	
			Depreciation	H6	
			Overhead	H7	
Profit	D= B-C		Profit	I= G-H	
Total Working Hour	E=∑Et		Total Working Hour	J=∑Jt	
Normal Hour	E1		Normal Hour	J1	
Overtime	E2		Overtime	J2	
PROFIT/HOUR	F=D/E		PROFIT/HOUR	K=I/J	

In amoeba accounting an internal transaction between sales marketing and production amoeba is occurred. In this case, the internal price between sales marketing and production is agreed at 22.5% of the selling price. Thus, the revenue of sales marketing is 22,5% of the selling price. The profit calculation for sales marketing is calculated from the difference in revenue (22.5% of the selling price) minus all costs spent by the marketing department. The profit calculation from the production department is revenue (77.5% of the selling price) minus all costs incurred by the production department. While working hours are calculated from the total working hours of each work, are multiplied by working hours per month overtime. Finally, profit/hour can be obtained. Evaluation profit per hour is carried out periodically to determine the productivity level and required corrective action. The productivity or profit per hour measurement in January 2018 is given to illustrate how the amoeba accounting system works as depicted on table 4.2.
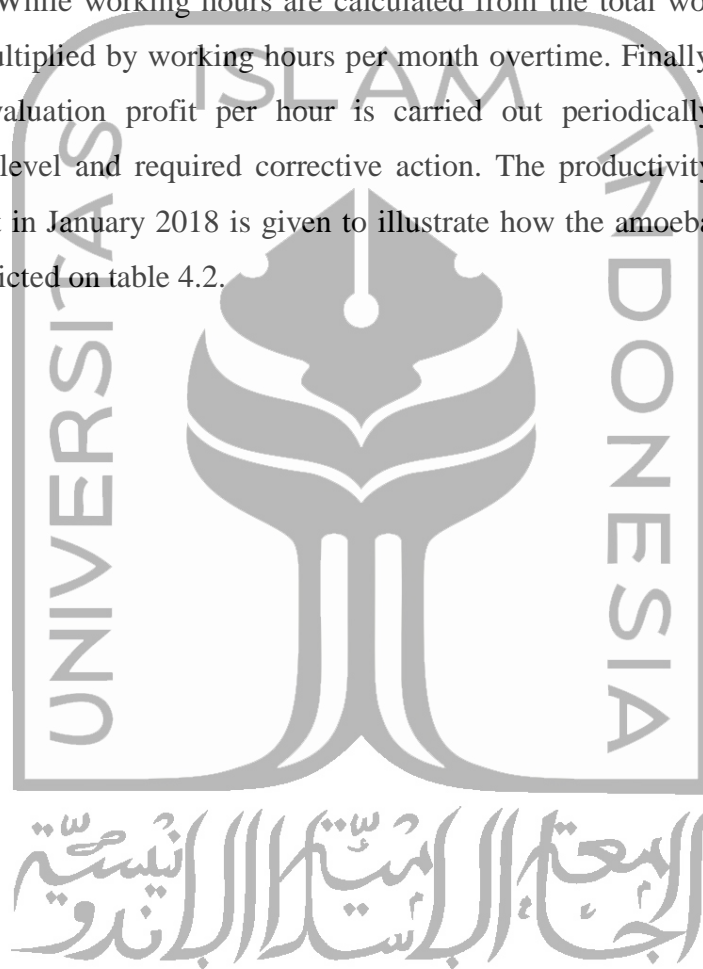
Table 4.2 Example of amoeba accounting mechanism

Sales			Operational	
Revenue	103.703.000 IDR		Revenue	103.703.000 IDR
Sales Public Training	103.703.000 IDR		Sales Public Training	103.703.000 IDR
Sales In House Training	-		Sales In House Training	-
Sales Commission	23.333.175 IDR		Commission Payment	23.333.175 IDR
Sales Revenue	23.333.175 IDR		Production Income	80.369.825 IDR
Marketing Expenses	10.845.425 IDR		Production Expenses	52.480.300 IDR
Promotional Cost (website)	9.565.625 IDR		Instructor Fees	26.200.000 IDR
Operational & Office Supply	57.900 IDR		Co-Instructor Fees	260.500 IDR
Depreciation	626.250 IDR		Meeting Room Rental Fee	21.374.000 IDR
Overhead	595.650 IDR		Transportation Cost	866.000 IDR
			Internal Purchase	7.035.000 IDR
			Depreciation	626.250 IDR
			Overhead	1.180.050 IDR
Profit	12.487.750 IDR		Profit	208.776.775 IDR
Total Working Hour	576		Total Working Hour	576
Normal Hour	576		Normal Hour	576
Overtime	-		Overtime	-
PROFIT/HOUR	21.680 IDR/Hour		PROFIT/HOUR	362.460 IDR/Hour

4.5   Amoeba Productivity

The amoeba productivity is measured in profit per hour which indicates the performance of a department at a point of time. Based on the amoeba accounting system the productivity rate can be identified then the management can compare it with the target and can be analyzed the percentage of achievement to assess the department's performance.

4.5.1   Productivity Rate

The productivity rate of each department is identified based on the amoeba accounting system. In this research, only the profit departments are identified which is Sales and operational department to illustrate how each amoeba have independent accounting system. By inputting the values of the data to the accounting system table will produce the profit per hour. The profit per hour indicates the performance of each employee in the particular department per month collected throughout the year and plotted to measure the level of performance or level of overall productivity.

A three-year data of the sales department and operational department amoeba accounting system is collected from 2016 to 2018 as shown in table 4.3. The unit of the profit per hour is Rupiah per hour that is subsequently going to be used as a measure of overall productivity. Based on the calculation of the profit per hour or overall productivity rate from both sales and operational department, thus the productivity rate is shown in table 4.3 as follows:

Table 4.3 Productivity rate or profit per hour 2016 to 2018

Year	Month	Sales	Operational
2016	1	IDR 20.030	IDR 57.054
	2	IDR 40.581	IDR 105.743
	3	IDR 30.310	IDR 185.238
	4	IDR 32.582	IDR 140.814
	5	IDR 149.426	IDR 355.200
	6	IDR 24.741	IDR 136.922
	7	IDR 35.565	IDR 44.037
	8	IDR 187.560	IDR 342.702
	9	IDR 104.025	IDR 216.299
	10	IDR 154.305	IDR 378.359
	11	IDR 248.233	IDR 791.023
	12	IDR 227.366	IDR 653.598
2017	1	IDR 62.072	IDR 139.371
	2	IDR 23.443	IDR 65.847
	3	IDR 79.614	IDR 138.520
	4	IDR 79.614	IDR 215.074
	5	IDR 118.840	IDR 247.359
	6	IDR 15.556	IDR 64.848
	7	IDR 214.950	IDR 398.818
	8	IDR 146.489	IDR 298.038
	9	IDR 172.439	IDR 397.767
	10	IDR 196.329	IDR 461.892
	11	IDR 283.450	IDR 696.324
	12	IDR 451.026	IDR 1.009.279
2018	1	IDR 21.680	IDR 48.419
	2	IDR 55.364	IDR 378.631
	3	IDR 56.992	IDR 372.649
	4	IDR 109.105	IDR 769.872
	5	IDR 71.721	IDR 362.460
	6	IDR 5.611	IDR 8.534
	7	IDR 181.473	IDR 491.299
	8	IDR 97.387	IDR 273.012
	9	IDR 186.440	IDR 422.706
	10	IDR 241.141	IDR 518.492
	11	IDR 307.741	IDR 686.470
	12	IDR 422.702	IDR 962.707

According to the profit per hour data for both departments a graph is depicted to show the pattern of the data as shown in figure 4.2 for sales department and Figure 4.3 for operational department.
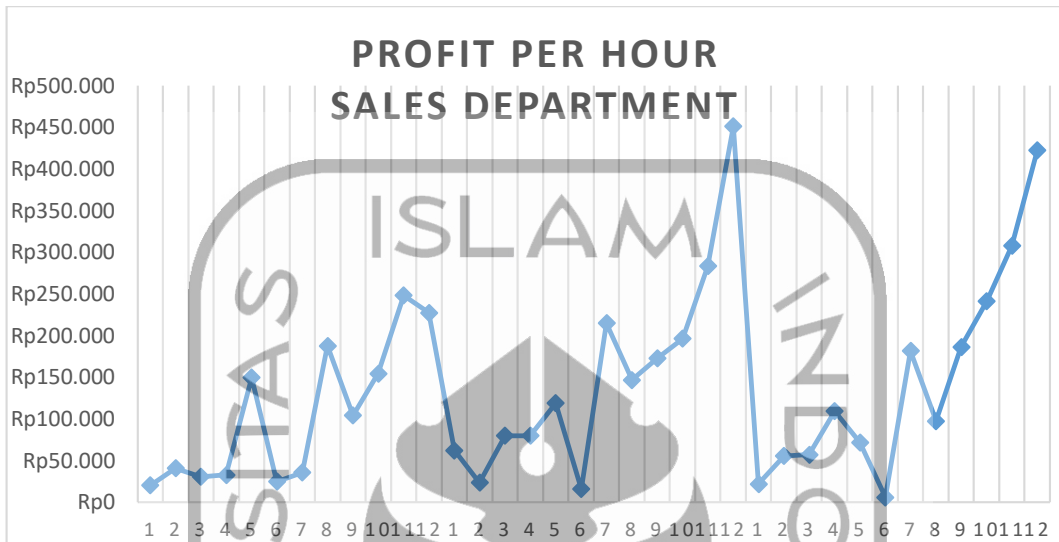

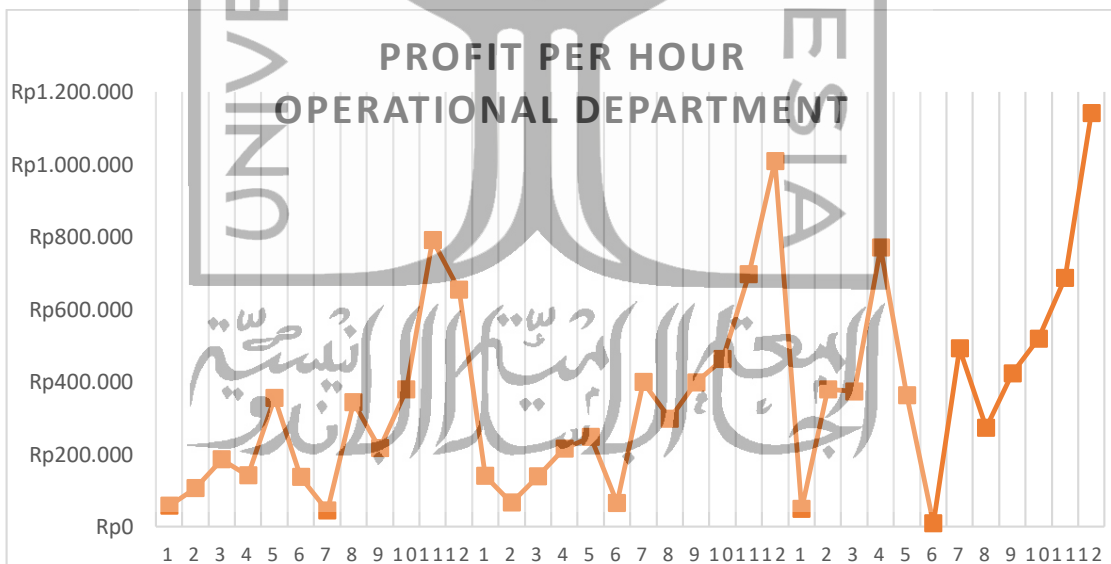Figure 4.2 Sales department profit per hour

Figure 4.3 Operational department profit per hour

4.5.2 Productivity Target

This research only focuses on the sales department to improve the productivity. Based on the profit per hour data of sales departments as shown in figure 4.2, the data show that the profit per hour at the beginning of the year is low and at the end of the year reaches the peak. The data show a seasonal and trend pattern. In setting the productivity target the management uses trend forecasting to estimate the amount of productivity per hour for the next period while maintaining a gradual improvement in each period. Three years data from 2016 to 2018 is applied, by using the first two years data to forecast the third year as the target.

In using Seasonal and trend forecast, the seasonal index is obtained by calculating the mean of the profit per hour in each month and divided it with the overall mean of the profit per hour. The seasonal index is shown in Table 4.4.

After obtaining the index the trend forecast can be calculated as follows,

$$F_t = a + b_t \quad \text{...(4.1)}$$

F_t shows the forecast result of the trend forecast where,

$$b = \frac{n\sum(tY_t) - \sum t \sum Y_t}{n\sum t^2 - (\sum t)^2}$$

$$a = \frac{\sum Y_t - b\sum t}{n}$$

n = Amount of data

t = Period

Yt = Actual profit per hour in period t

Ft = Forecast data in period t

Once the forecasted data in 2018 are collected, the forecasted data are multiplied by the seasonal index to obtain the productivity target. The result is attached in appendix A.

Table 4.4 Seasonal Index

Month	Actual Profit Per Hour		Average	Index
	2016	2017		
1	IDR 20.030	IDR 62.072	IDR 41.051	0,317963
2	IDR 40.581	IDR 23.443	IDR 32.012	0,247949
3	IDR 30.310	IDR 79.614	IDR 54.962	0,42571
4	IDR 32.582	IDR 79.614	IDR 56.098	0,434512
5	IDR 149.426	IDR 118.840	IDR 134.133	1,038938
6	IDR 24.741	IDR 15.556	IDR 20.149	0,156062
7	IDR 35.565	IDR 214.950	IDR 125.258	0,970192
8	IDR 187.560	IDR 146.489	IDR 167.024	1,2937
9	IDR 104.025	IDR 172.439	IDR 138.232	1,070684
10	IDR 154.305	IDR 196.329	IDR 175.317	1,357932
11	IDR 248.233	IDR 283.450	IDR 265.841	2,059094
12	IDR 227.366	IDR 451.026	IDR 339.196	2,627264
Average			IDR 129.106	

Figure 4.4 depicts the profit per hour data from 2016 to 2018 and the targeted data of 2018. The blue line shows the actual data while the orange line shows the target.
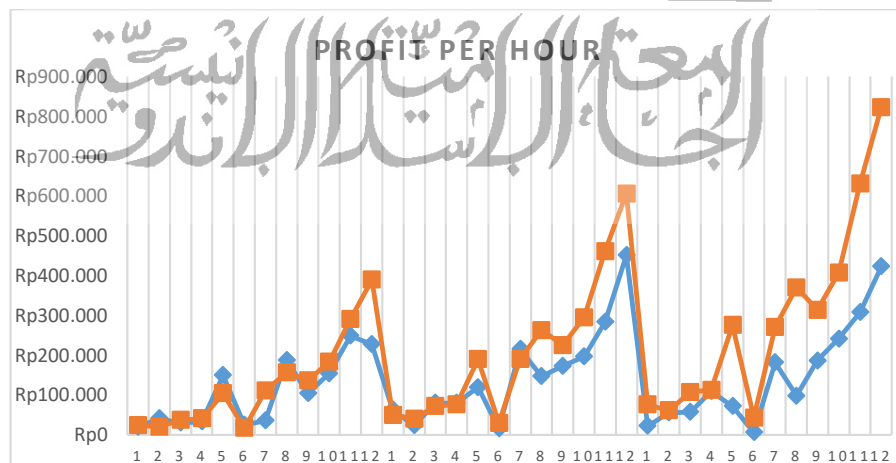

Figure 4.4 Profit per hour compared with target

4.5.3 Target Achieved

The target achieved is obtained by dividing the total amount of the actual data to the target data. The actual and target data in 2018 is shown in table 4.5.

Table 4.5 Profit per hour 2018

Profit per hour (IDR/Hour) 2018		
Month	Actual	Target
1	21.680	75.521
2	55.364	60.596
3	56.992	106.963
4	109.105	112.161
5	71.721	275.320
6	5.611	42.429
7	181.473	270.435
8	97.387	369.501
9	186.440	313.161
10	241.141	406.508
11	307.741	630.556
12	422.702	822.600

The total amount of the actual data is IDR 1.757.357/Hour while the total amount of the target is IDR 3.485.751/Hour. The target formula is shown in formula 4.2.

$$Target\ achieved = \frac{\sum Actual\ profit\ per\ hour}{\sum Target\ profit\ per\ hour} \times 100\% \ldots\ldots\ldots\ldots\ldots(4.2)$$

By inputting the amount of actual data and target data to the formula will result as follows:

$$Target\ achieved = \frac{1.757.357}{3.485.751} \times 100\%$$

The result equals to 0,50415 or 50,41%. This shows that the target is achieved 50.41% in 2018. According to the management, the target achievement is low therefore an improvement should be done in the sales strategy. The proposed improvement use marketing mix strategy.

4.6   Productivity Improvement

The productivity level indicates the performance of the department at a point of time which is measured by profit per hour. Profit is obtained by subtracting the total expenses by the total revenue. Increasing productivity level can be done by increasing profit which is equal to increasing revenue or reducing expense while maintaining the work duration or reducing the work duration while maintaining the profit. Additionally, productivity improvement can be done by increasing sales and reducing work duration. In this research, suppose that the work duration is constant and same, the productivity improvement is done by increasing profit. In order to increase profit there are two attempts which is increase revenue and decrease expenses.

4.7   Marketing Mix

Since the productivity improvement is done in the sales department, marketing mix tool is used in attempt to increase the revenue by increasing the amount of sales. The current company's marketing strategy is identified using the marketing mix then analyzed and compared with the target from the management to identify the weak spot of the marketing aspect. The weak spot is then to be improved.

4.7.1   Company's 7P Marketing Strategy

Marketing mix strategy is used to obtain the effective strategy and increase sales effectively. The marketing mix is composed of 7P in which every aspect has its key indicator. The indicators of the company's marketing mix strategy are identified as follows:

1.1 Core Benefit

The usefulness of training to be applied in the company is measured based on the customer experience. A Survey of the customer satisfaction on the usefulness of the training and how it can be implemented in company is done through deploying questionnaire. A questionnaire in the form of evaluation form consisting of 60

respondents from different background is used to measure the level of satisfaction in various aspects of the training. The respondents consist of 33 people from oil and gas company,11 people from financial company, 6 people from construction company, 5 people from manufacturing company, 2 people from logistic and port company, 2 people from Hospital, and one person form university as shown in the pie chart in figure 1. Most of the respondents come from oil and gas company followed up by financial company.
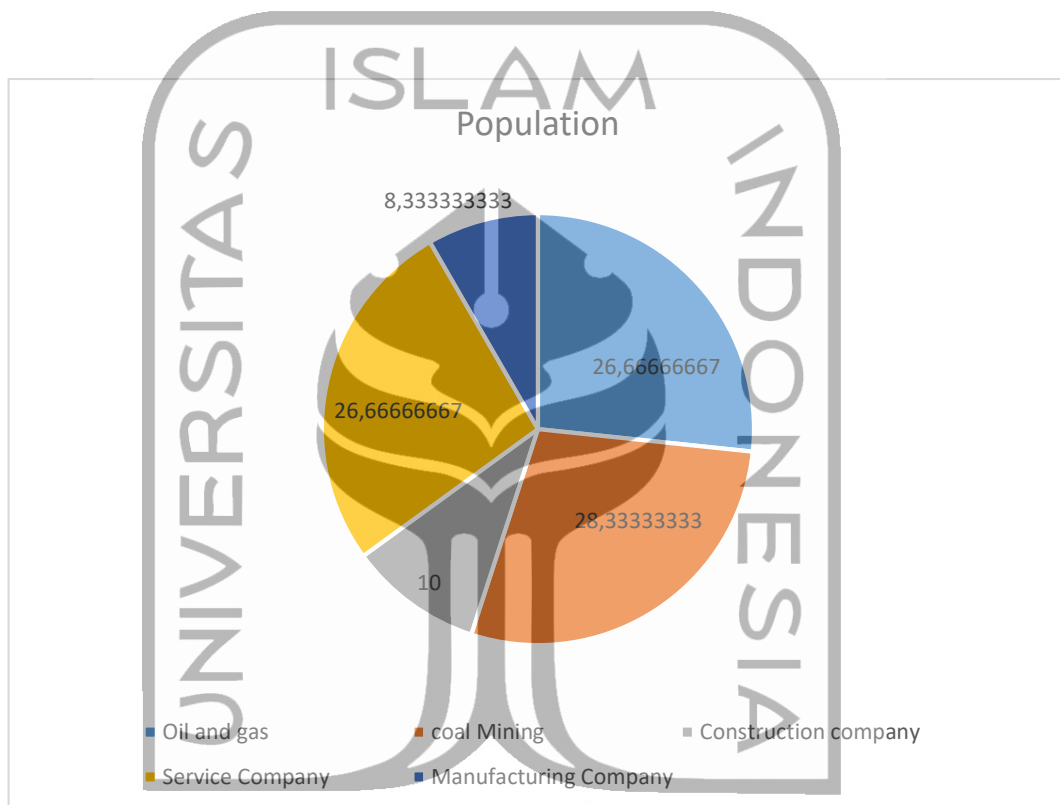

Figure 4.5 Respondent population

A scale of 1 to 4 is used to measure the level of satisfaction of the respondent in joining the training. The numbers represent the level of satisfaction as follows

1: Very unsatisfied

2: Unsatisfied

3: Satisfied

4 :Very satisfied.

The questionnaire consists of 7 questions to measure the level of satisfaction regarding some aspects of the marketing mix. The first question is about the level of satisfaction regarding the usability of the training. The result of the questionnaire is depicted in figure 4.6 and figure 4.7.
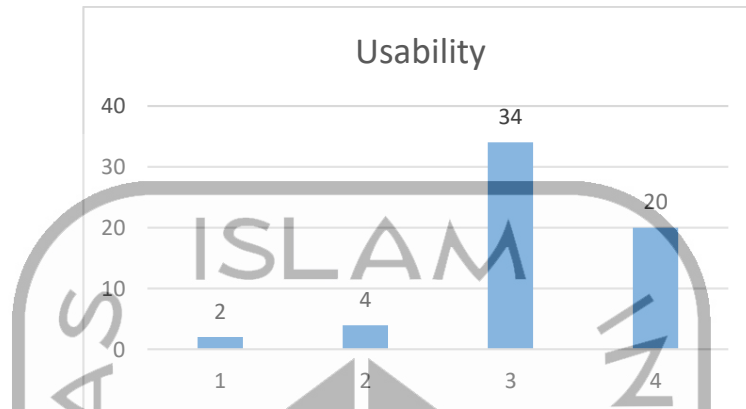

Figure 4.6 Usability

The result shows that most of the people are satisfied with the usability of the training with an average value of 3.15. Furthermore, the second question is related to how the training can be implemented in the company. Figure 4.7 depicts the result from the respondent.
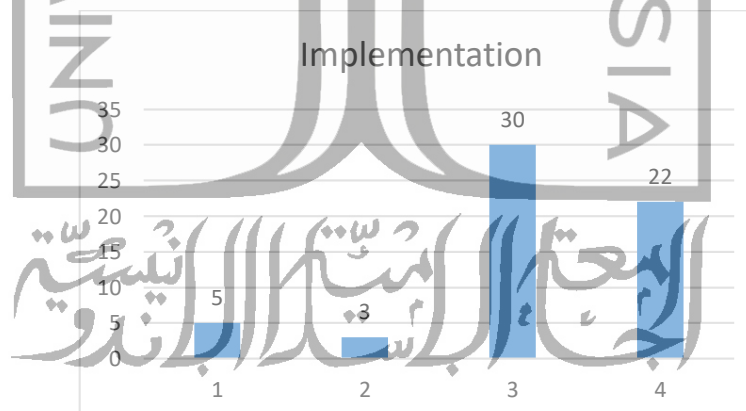
Figure 4.7 Implementation

According to the result, most of the people are satisfied and agrees that the knowledge that they gain from the training can be implemented in their company with an average value of 3.15.

1.2 Actual Product

In measuring the ease of understanding of the training and depth of coverage of the training a survey is deployed. The result shows that the average value of the level of satisfaction regarding the ease of understanding of the training is 3.1, which is classified as satisfied.
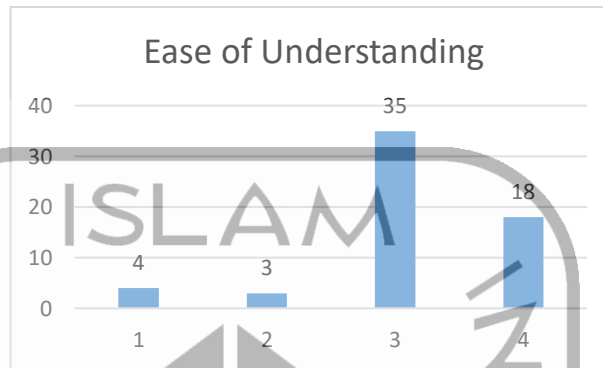

Figure 4.8 Ease of understanding

The depth and scope of the topic covered in the training is assessed by clients in figure. The result shows that the average depth and scope of the training is 3.067 which is classified as satisfied.
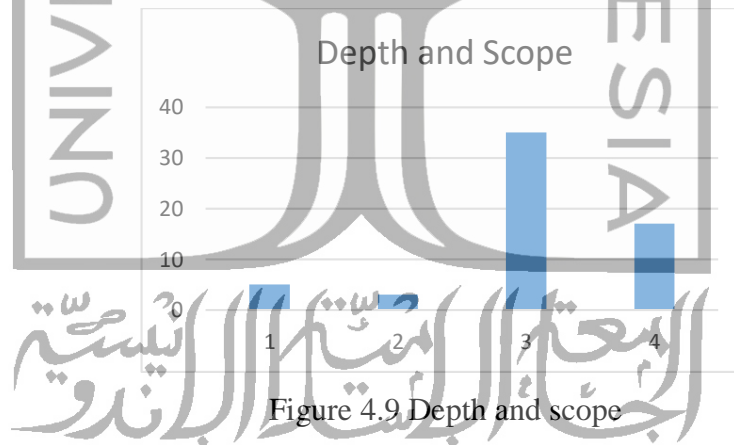
Figure 4.9 Depth and scope

1.3 Augmented product

In comparing the facilities offered by Expertindo and other training provider, a list of training provider with its facilities offered is depicted in table 4.6. The data is obtained from their official website at April 2019. Expertindo offers some of the same features that most of the training provider offers including model kit, certificate, coffee break. Most of the training providers require a minimum number of 3 clients to run the training. However, Expertindo can run the training

with only one client. This is one of the competitive advantages that Expertindo upholds which is being open to take small advantage in large quantities. However, in comparison to other company, Expertindo doesn't offer gimmick and flash disk in the training.

Table 4.6 Benchmarking with competitor

Provider	Module kit	Certificate	Coffee break	Gimmick	Flash disk	Minimum
Modern Learning solution (MDI)	✓	✓	✓			3
Training & Consultation SDM	✓	✓	✓	✓		3
HRD SPOT Corporate learning Network	✓	✓	✓			3
Training directory training		✓	✓			3
PT Inspirasi Persada	✓	✓	✓		✓	3

2.1 Flexibility (Interview)

An interview is conducted to identify the flexibility in terms of pricing of the training offered. Some points can be concluded from the interview as follows,

a. The company offers flexible price depending on the client for instance, the price varies from practitioners from companies to students and lecturers.

b. The company offers flexible price depending on the location of the training for all types of training.

c. The company can give a special offer to companies that registered many of its employees.

d. The company can adjust with the clients' budget in certain conditions.

2.2 Price Level

The current price level of the training offered by Expertindo is measured by benchmarking with other provider. A data of training providers and their prices are taken from their website on April 2019. The data are taken from 10 training providers in the field of human resources in Jakarta. Table 4.7 depicts the data.

Table 4.7 Price comparison

Provider	Website	Price
Modern Learning solution (MDI)	Mditack.co.id	IDR 4.800.000
PPM Management	ppm-manajemen.ac.id	IDR 6.720.000
Sinergi training center	jadwalpelatihan.co.id	IDR 2.000.000
Training & Konsultasi SDM	Training-hrd.com	IDR 3.750.000
HRD SPOT Corporate learning Network	hrdspot.com	IDR 4.500.000
HRD Forum	hrd-forum.com	IDR 3.000.000
HSP Academy	hanosen.com	IDR 7.000.000
direktori training	direktoritraining.com	IDR 4.000.000
PT Inspirasi Persada	inspirasipersada.com	IDR 3.350.000

The average training prices from the 10 training providers IDR 4.355.555 Expertindo offers different prices for different location. The training price in Jakarta is IDR 6.900.000 which is above the average, however most of the clients come from big companies and Expertindo upholds its quality and prestigue value as shown in selecting the training venue.

2.3 Discount

The company offers discount for loyal customers that frequently scheduled training in Expertindo. Loyal customers are classified as customers that have used the training service more than three times. Discount is offered for companies or institutions that send more than two clients.

3.1 Accessibility

The training is conducted in big cities with livelihood and population considerations. Big cities such as Jakarta, Surabaya, Balik Papan, Bandung, Batam are the most frequent destination where the training is conducted. The venue of the training is in a decent hotel that is located at the center of the city making it very accessible.

3.2 Visibility

The company's standard for selecting the Hotel convention room is a minimum of three stars hotel but can be adjusted with clients' needs situationally. Hotel location is also considered in the venue selection process to make sure that the hotel is not located in a remote area and visible.

3.3 Facility

The customer satisfaction towards the facility is measured through survey. The average value of the customer satisfaction toward the facility is 3.1 which means that the clients are satisfied with the facility provided. Figure 4.10 depicts the clients' level of satisfaction toward the facility provided by the training place.
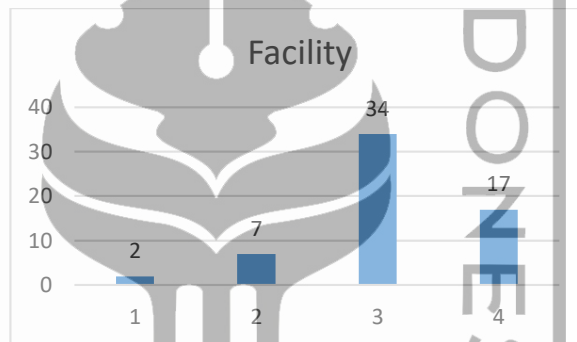
Figure 4.10 Facility

3.4 Environment

The environment of the training venue is measured by the customer satisfaction toward the environment of the training. The average value of the customer satisfaction toward the environment of the training venue is 3.25 which is considered as satisfied with the environment and ambience of the training venue. Figure 4.11 depicts the clients level of satisfaction toward the environment of the training venue.
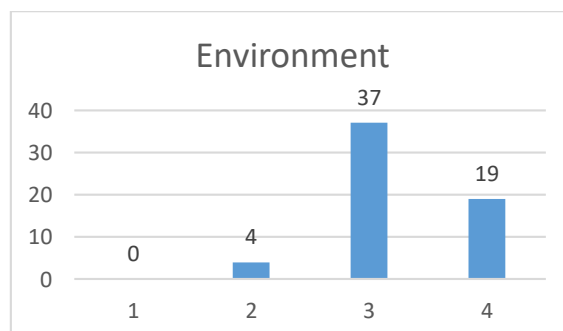
Figure 4.11 Environment

4.1 Advertisement

The company advertises its training services mostly through the internet and social media. Social media platforms used by the company include Facebook, Whatsapp, Instagram, and Linkedin. The primary advertising channel is through web. PT. Expertindo signed a contract with a training advertisement website www.wartatraining.com and is given the privilege to advertise the training in the most recognizable area within the web interface in the form of banners. The company's own website address is informasi-training.com. The website has been the main portal for client to register and schedule a training. The website is developed in the late 2017. The location where most visitors visit the web is depicted in Figure 4.12.

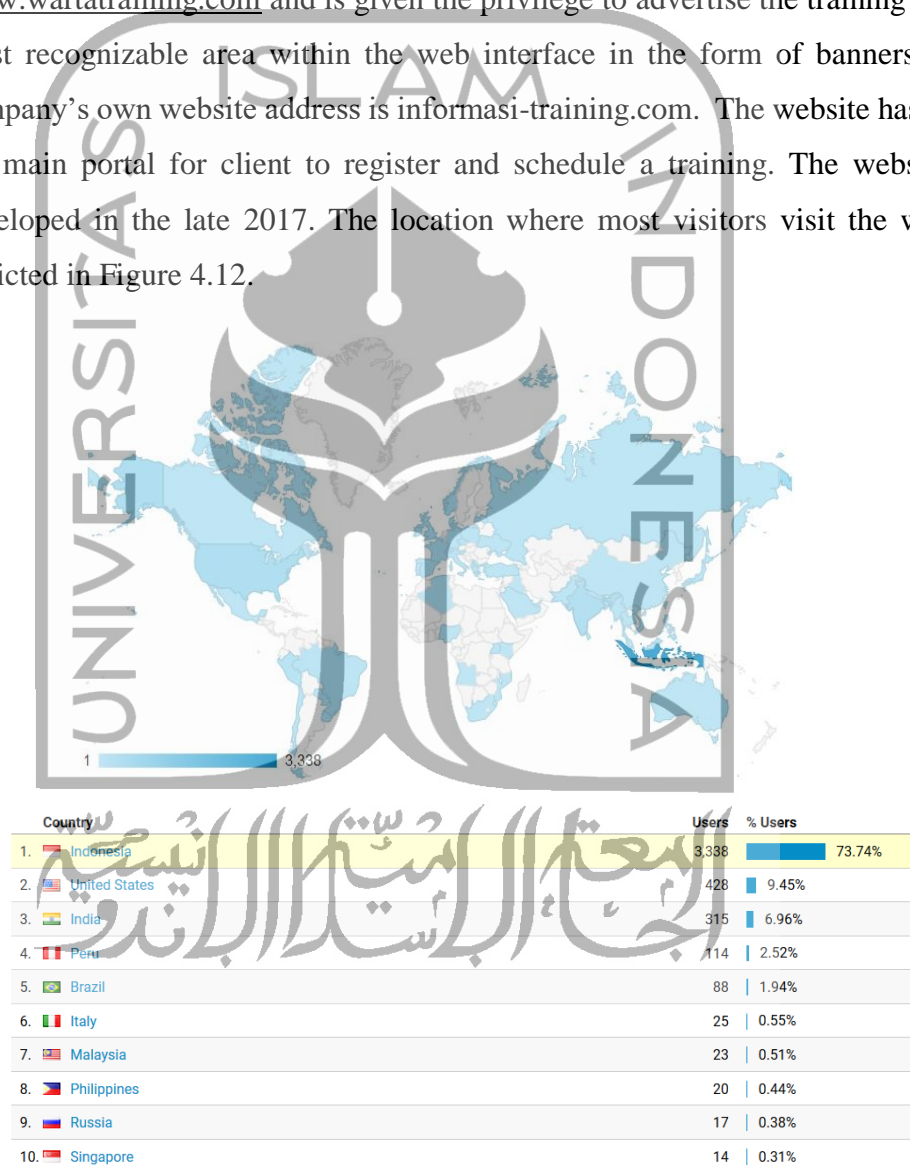|	Country	Users	% Users	
1.	Indonesia	3,338		73.74%
2.	United States	428		9.45%
3.	India	315		6.96%
4.	Peru	114		2.52%
5.	Brazil	88		1.94%
6.	Italy	25		0.55%
7.	Malaysia	23		0.51%
8.	Philippines	20		0.44%
9.	Russia	17		0.38%
10.	Singapore	14		0.31%

Figure 4.12 Worldwide visitors demographic

Most of the visitors came from Indonesia. In particular, Figure 4.13 depicts in more detail in which part of Indonesia does the visitors mostly came from.
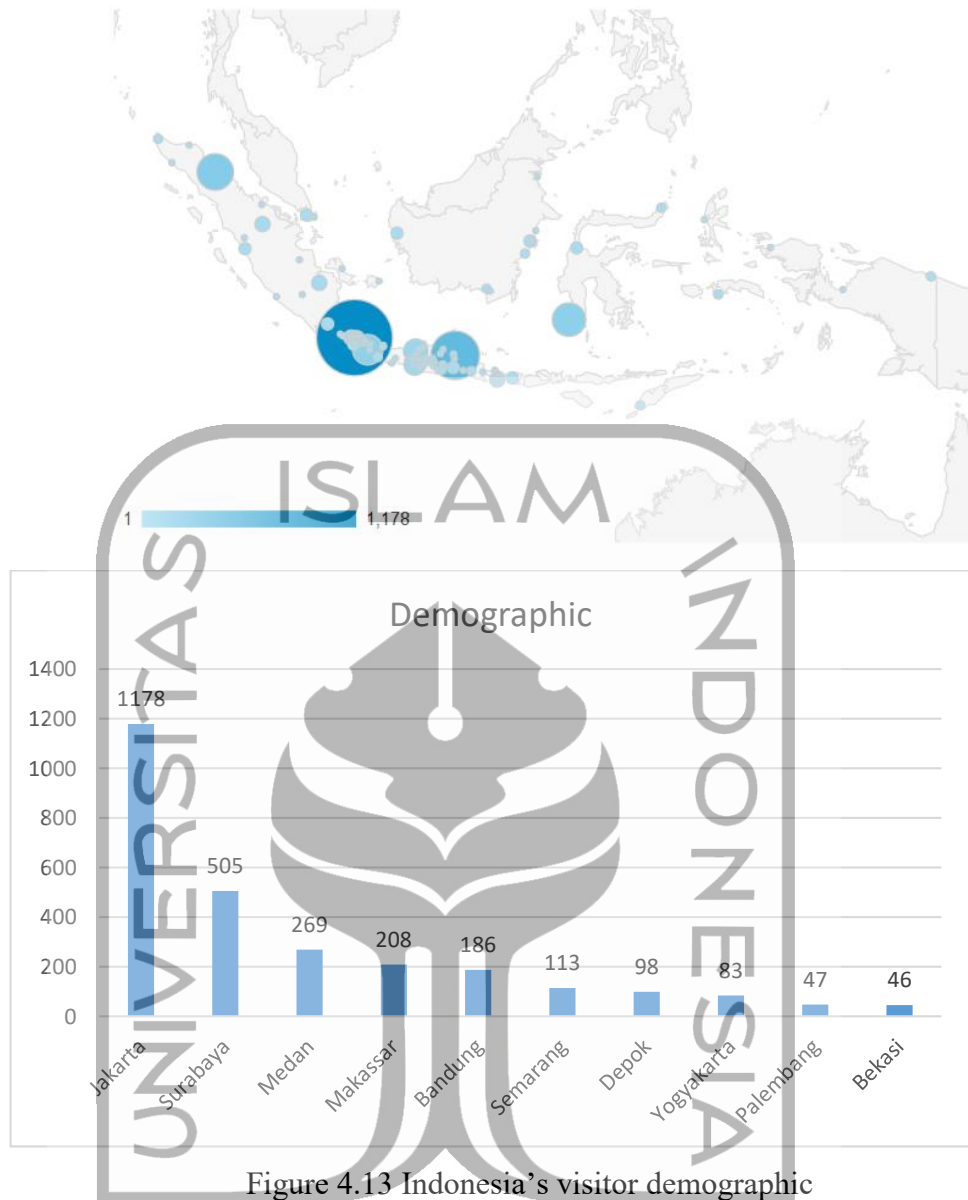
Figure 4.13 Indonesia's visitor demographic

As shown on figure 4.13, most of the visitors are from big cities in Indonesia including Jakarta, Surabaya, Medan, Makassar, and Bandung.

4.2 Sales Promotion

In order to reach new market of customer and maintain communication with old customer, Expertindo connects with them through sales call. New customers come from the prospect list sent by a third party marketing agency in training and consulting and old customers are from the database of the clients that have joined the training before. Every marketing staff makes a sales call approximately 5 times a day. However, the target from the management demands them to make at least 10 sales calls every day. Table 4.8 depicts the amount of sales call by the marketing staff

in a year in comparison with the target. Total call for a year is 3.615 while the target is 7.230.
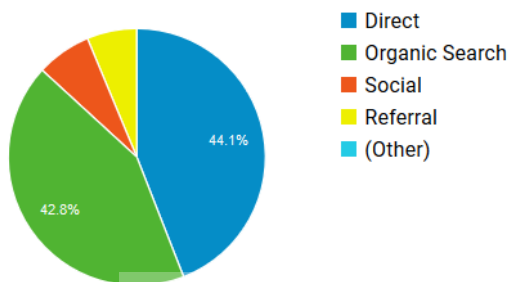
Table 4.8 Total sales call

Month	Total Sales Call	Target
Jan	330	660
Feb	285	570
Mar	315	630
Apr	285	570
May	270	540
Jun	285	570
Jul	330	660
Aug	315	630
Sep	285	570
Oct	345	690
Nov	300	600
Dec	270	540
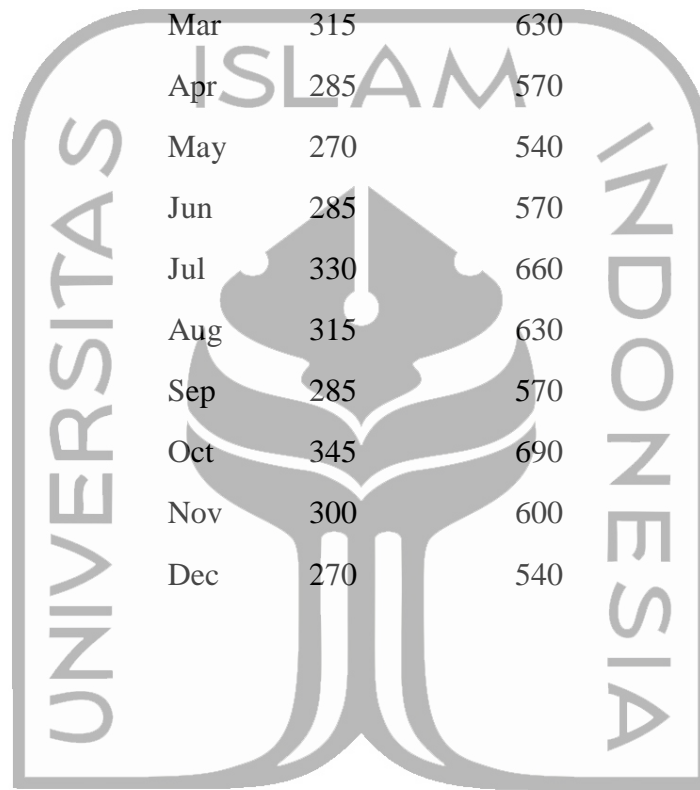
4.3 Publication

Expertindo publishes its articles pertaining to the training topic provided mainly through its main website and supported by other channels such as social media. The website is incorporated with google analytics that enables the administrator to view the statistics of how does the web acquires users or visitors of the web. Figure 4.14 depicts a chart on how the website acquires its users and which part of the website interface does most user click when they are browsing through the web.

Figure 4.14 Sources demographic

There are four parts of the pie chart including direct, organic search, social and referral. These four parts indicate where the users access the website. Direct refers to directly accessing the website from its website address or through a link that directs to the website page. Organic search is when users type in a keyword in google.com and access through the web from the search results. Social refers to social media, where users accessed the web through social media. Referral refers to the backlink normally in the form of widgets that is in the web interfaces that will direct it to the website.

4.4 Personal Sales

Personal sales are identified through the prospect obtained and the prospect deal for the training. Prospects are potential customer requesting information regarding the training via email from the web. In 2018 the prospect obtained is 1040 and 383 of them has been approved or 36.82% of them. Figure 4.15 depicts the graph of the prospect that has been approved in 2018.

Figure 4.15 Deal prospect

5.1 Customer relationship

Customer relationship is measured through the level of satisfaction of the client regarding the quality of the instructor. Expertindo has a database of instructors for various topics of training. Maintaining the instructors' quality is important because it is part of what the company sells. The company selects accredited instructor thoroughly. The instructors are evaluated at the end of the session of the training by the clients in the form of evaluation form as one of the way to maintain the instructor's quality. Figure 4.16 depicts the result of the level of satisfaction of the clients toward the instructor. The average value is 3.41 showing that the clients are satisfied with the instructors.
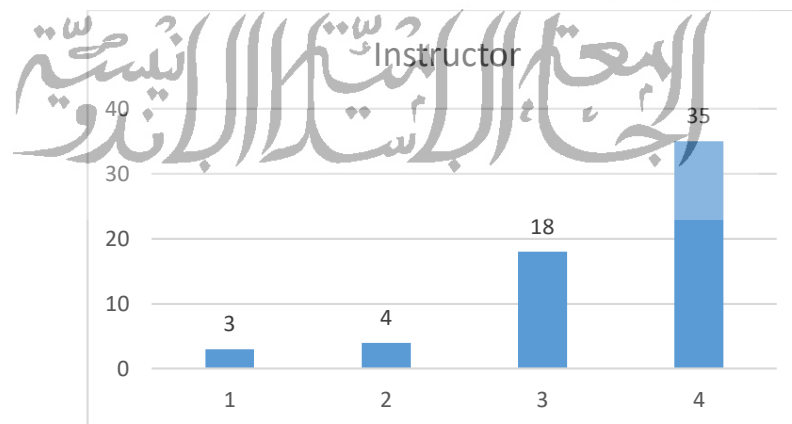

Figure 4.16 Instructor quality

6.1   Process

The process for clients to schedule a training begins with contacting the marketing staff regarding the particular training to make sure that the training is scheduled. The marketing staff will record the client's information and if there is only one client in a particular training, the marketing staff will find other clients or negotiate with the client to join in different date where there is the training with the same title. If the client agrees with the date, the marketing staff will book for the venue in that particular date. However, if the client insists with the initial date, the marketing staff will still arrange for the training. Once, the client scheduled the training, the client is sent an invoice and must pay in order to proceed to the training.

7.1   Appearance

Expertindo's office is located at Kaliurang km.10 Yogyakarta as the employee's workplace. However, the work are mostly done mobile and virtually on the internet. Hence, it is not a place where the employees meet directly with the customer. The training is conducted in Hotels with good quality service. The company's standard for selecting Hotel as the venue of the training must be at least possesses three stars. The physical evidence also includes the staff appearance. Expertindo's staff has a Standard operating procedure for dressing. Operational employees must wear the company's formal suit while on duty.

4.7.2   Comparing Current Marketing Mix with Target

Once the existing condition of the company's 7P Marketing strategy has been identified, subsequently the result is compared with the management's target. The result is classified into 2 categories i.e. adequate and inadequate based on the expert judgment from the management. Adequate refers to a condition where the quality of the key indicator is sufficient enough and should sustain. Inadequate refers to a condition where the quality of the key indicator is insufficient and needs to be improved.

Table 4.9 Marketing mix target comparison

7Ps	Key Indicator	Result	Target	Recommendation
Product	1.1 Core Benefit	The average value of the level of usability satisfaction is 3.15 and implementation is 3.15	3 (Satisfied)	Adequate
	1.2 Actual Product	The average value of the satisfaction toward the Ease of Understanding is 3.1 and Depth and Scope is 3.067	3 (Satisfied)	Adequate
	1.3 Augmented Product	After sales, Expertindo can run the training with only one client.	Good	Adequate
Price	2.1 Flexibility	The company offers flexible price depending on the client, Geographical location, The company can give a special offer to companies that registered many of its employees. And the company can adjust its price with	Flexible: good	Adequate

		the clients' budget at certain conditions.		
	2.2 Price Level	The Average price level of training in the market is 4.355.555 IDR. While Expertindo's price is 6.900.000 IDR However, Expertindo's target clients are premium class and big industries that prices are not sensitive.	Good (in accordance with the market target and apply the pricing strategy according to geographical location, Psychological pricing and Value basis)	Adequate
	2.3 Discount	The company offers discount for two types of customer 1. Loyal customers that have joined the training more than three times. 2. Companies or institutions that sends more than two clients.	Good (Obtaining customer retention)	Adequate
Place	3.1 Accessibility	Training is conducted in a Hotel that is accessible.	Very Good	Adequate

	3.2 Visibility	Training is conducted in Hotel that is visible from the main street.	Very Good	Adequate
	3.3 Facility	The average value of the level of satisfaction toward the facility provided is 3.1	3 (Satisfied)	Adequate
	3.4 Environment	The average value of the level of satisfaction toward the environment of the training venue is 3.25.	3 (Satisfied)	Adequate
Promotion	4.1 Advertisement	Web visitors are mostly from big cities in Indonesia including Jakarta, Surabaya, Medan, Makasar	Good	Adequate
	4.2 Sales Promotion	Total sales call in 2018 is 3.615	7.230	Inadequate
	4.3 Publication	The website obtain its visitors mostly from Direct (44.1%) and Organic Search (42.8%)	Good	adequate
	4.4 Personal Sales	The approved prospect deal in 2018 is 36.82% of	70%	Inadequate

		the total prospect obtained.		
People	5.1 Instructor	The average value of the level of satisfaction toward the instructor is 3.51	3 (Satisfied)	adequate
Process	6.1 Process	The process for customer to schedule a training for client include, contacting sales staff, receive invoice, pay invoice	Good	adequate
Physical evidence	7.1 Building	The company's office function as employees workplace while the training avenue is in Hotel.	Good	adequate

4.8 Improvement Area

The Improvement area is determined based on the weak aspect of the marketing mix. According to the marketing mix comparison analysis, it can be concluded that the key indicator that did not meet the target of the management are sales promotion and personal sales. The sales promotion refers to the total amount of sales call which is a part of the process in the personal sales which refers to the amount of approved prospect training.

4.8.1 Cause identification using 5 whys analysis

To identify the causes of low amount of approved prospect 5 whys analysis is presented. The analysis is done in 5 perspective i.e. man, method, environment, product & service.

Table 4.10 Why analysis for Man

Man	
Why?	Employee's conduct low amount of sales call
Why?	Employees have no self-motivation to do the sales call
Why?	There are no routine evaluation to monitor the amount of sales call
Why?	Lack of supervision

Table 4.11 Why analysis for Method

Method	
Why?	Ineffective sales call approach
Why?	The employee's cannot monitor whether the client have opened the email or not for further action.
Why?	There are no tools to track the status of the email
Why?	Ineffective sales call approach
Why?	The sales call done are based on a database based on date not specific interest of the client
Why?	Ineffective sales call approach
Why?	There are no standard operating procedure for sales call activity

Table 4.12 Why analysis for environment

Environment	
Why?	Client does not have the schedule from the company to join the training
Why?	The company doesn't provide budget for the training

Table 4.13 Why analysis for Product and Service

Product & Service	
Why?	Long duration to create a new training topic from client's request
Why?	Employee's took a long time to make the new requested syllabus
Why?	Employee's limited knowledge in creating the syllabus
Why?	The employee's never received any training to make a good syllabus
Why?	The syllabus offered does not match with the training topic
Why?	Employee's does not confirm the syllabus made to the training instructor and client
Why?	Lack of supervision

4.8.2 Fishbone analysis

According to the cause identification result, the causes of low amount approved prospect are depicted through the fishbone diagram in figure 4.17. The fishbone diagram is composed of the head which identifies the problem and the bone which identifies the causes.

The problem of the fishbone diagram is the low amount of approved prospect which is the undesired event. According to the personal sales data on the amount of approved prospect deal in 2018, only 36.82% of the total prospect are approved. While the target from the management is 70% yet the marketing staff only reached 52.6% of target. The undesired effect from this problem is loss of opportunity to obtain the highest profit. Therefore the fishbone diagram is constructed to identify the causes of the problem through man, method, environment, and product and service perspectives.
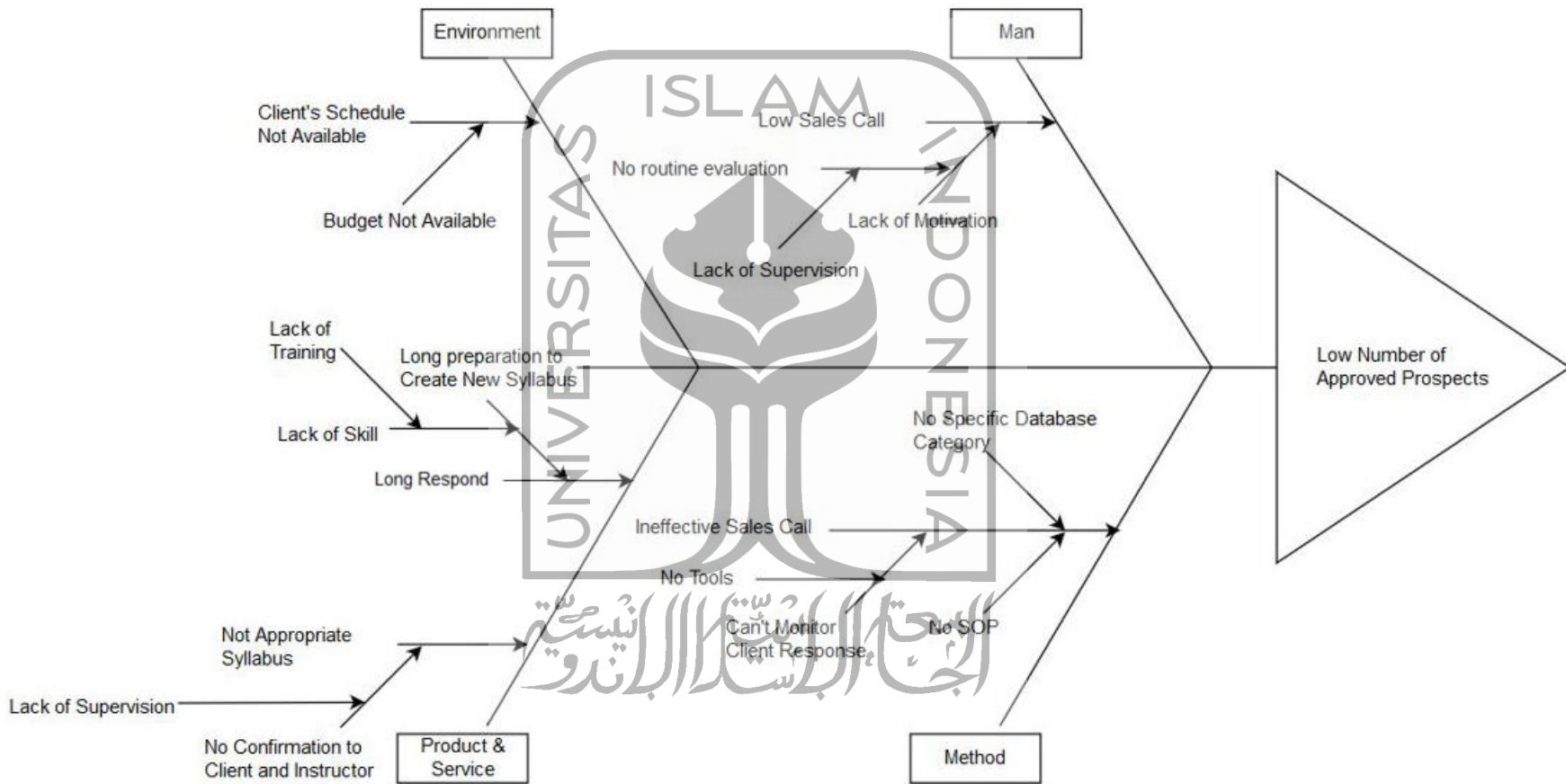
Figure 4.17 Fishbone analysis

4.8.3 Dominant causes identification

In order to determine the dominant causes of the low number of approved prospects in PT Expertindo, a questionnaire is deployed to the staff of PT Expertindo to identify the rank of the causes that contribute the most to the low number of approved prospect. The questionnaire is attached in appendix B.

According to the result of the questionnaire, subsequently Borda method is used to rank the causes that contribute the most to the main cause. The respondents are given an option to rank the causes that affects the most. Then calculated into the table. The ranking must be filled in order from 1 to 5 and not iterative. The result is shown in Table 4.10

Table 4.14 Borda count dominant causes

Causes	Rank				
	1	2	3	4	5
Lack of Supervision	1	2	4	2	2
No specific database category	2	1	2	3	2
No tools to monitor client respond	1	3	5		3
No SOP	2	5	1	1	2
Lack of training	5			4	2

The weighting system is designated to determine the rank by using the theory proposed by Cheng & Deek (2006). The top order weight is given the value of m where m is the total number of choices reduced 1. In this case the value of m is 5 minus 1 which is 4. The second position is given the value m minus 1 until the last sequence is given a weight of 0 as shown in the lowest column in table 4.11

Table 4.15 Borda count ranking system

Causes	Rank				
	1	2	3	4	5
Lack of Supervision	1	2	4	2	2
No specific database category	2	1	2	3	2
No tools to monitor client respond	1	3	5		3
No SOP	2	5	1	1	2
Lack of training	5			4	2
Weight	**4**	**3**	**2**	**1**	**0**

After obtaining the results of ranking calculations for every cause, the next step is to multiply the numbers in the ranking column with the weight below each then added to the result of the multiplication of the same type.

Table 4.16 Borda count result

Causes	Rank					Weight
	1	2	3	4	5	
Lack of Supervision	1	2	4	2	2	20
No specific database category	2	1	2	3	2	18
No tools to monitor client respond	1	3	5		3	23
No SOP	2	5	1	1	2	26
Lack of training	5			4	2	24
Weight	**4**	**3**	**2**	**1**	**0**	**111**

The result of the calculation indicates the rank as the biggest value of the final product that has the highest rank. In other word, it has the most contribution to the causes. According to the result, No SOP shows the highest rank with a weight index of 26 followed by lack of training, no tools to monitor client respond, lack of supervision, and no specific database category. The ranking system shows the prioritization of the problems to be solved.

4.9   Proposed Improvement

In order to solve the problem, the problems are identified and proposed improvement is suggested to the company. The proposed improvement as shown on table 4.13 displays the causes of low approved training prospects in the ranking order, the top shows the highest ranking and the problems are described then given recommendation to propose improvement for the company.

Table 4.17 Proposed improvement

Causes	Description	Recommendation
No SOP	There is no Standard Operational Procedure for sales call activity.	Develop a Standard Operational Procedure for the sales call activity.
Lack of Training	There is not enough training for the marketing staff.	Provide training to the marketing staff to enhance their skills.
No tools to monitor clients response	There is no tools that can monitor if the client had already open their email or not.	Utilize email marketing tools online as a tool to advertise through email and blast email while being able to monitor the status of the email sent to the clients.
Lack of Supervision	The condition where the marketing staff are not given adequate supervision in performing their task. This may lead to low number of sales call because there is no pressure and the staff become unmotivated. Additionally this may lead to miscommunication between the staff and the clients or instructor	Create target design process to achieve the sales call target by creating a daily schedule.

No Specific Database Category	There is no specific database category of the client's background and training topic's interest. In present, clients' database category is categorized based on year not based on training topic preferences.	A specific database category of the clients training preferences should be developed using entity relationship diagram.

The proposed improvement based on the low deal cause effect analysis from many factors that are given. The root causes that cause the low deal include lack of supervision, no specific database category, no SOP, no tools to monitor clients' response, lack of training and the clients' budget not available. To cope with these causes the proposed improvement to give an alternative solution to reduce the issue is as follow,

1. Develop a Standard operating procedure for sales call

There hasn't been a standard operating procedure (SOP) for the sales call activity. However, there are other SOP in PT Expertindo such as training prospects, pre-activities of training, and public training. The existing Standard Operating Procedure is shown as follows
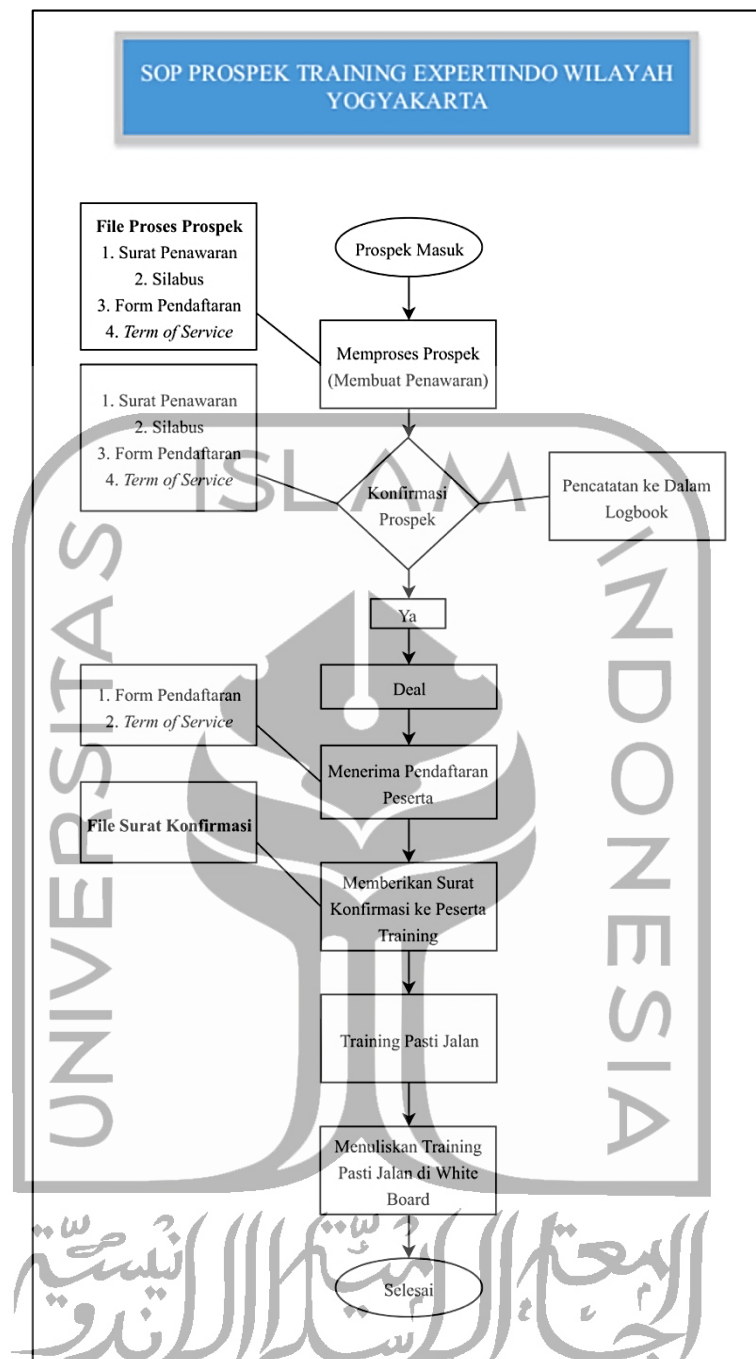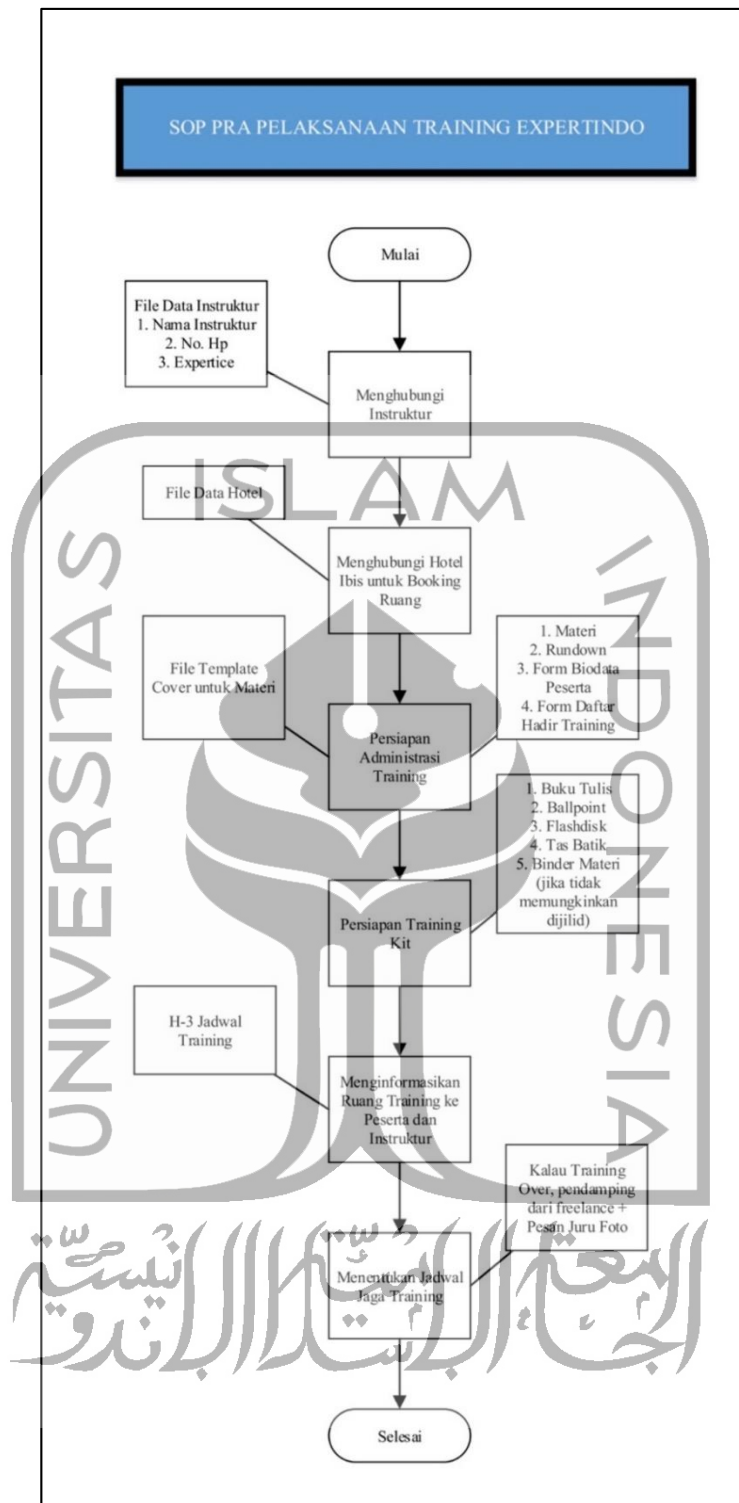
Figure 4.18 SOP on training prospect
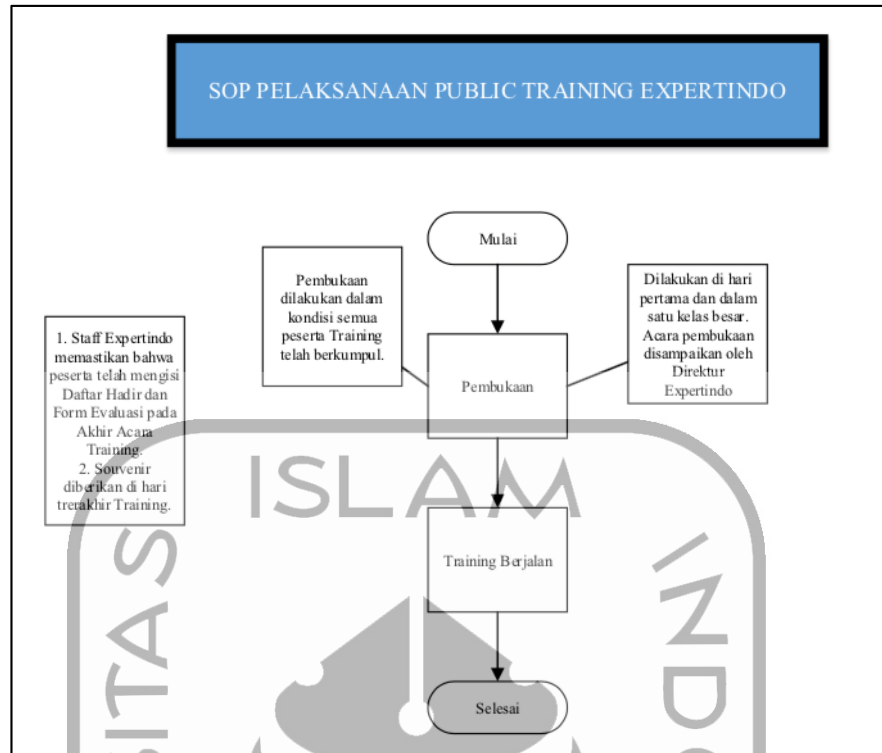
Figure 4.19 SOP on Pre-training conduct

Figure 4.20 SOP on training conduct

According to the existing SOP that Expertindo has, there are several deficiency identified. The SOP above depicts the flow process that the employee must do in specific. However, the SOP does not identify the person in charge in the particular activity and the standard time. Due to the lack of standard time the employees are not given limit of time for particular activities. This may cause issues such as long respond time and different respond time between one employee and another. In addition, it does not show the people in charge involved in every process step. Therefore, in order to create a new SOP, a new design is created to address the process steps along with the standard time, people in charge, and the documents involved. The new SOP designed for sales call activity should show the activity along with the division or people in charge, documents involved, standard time, and output for each processes.

This SOP is expected to guide and support the marketing staff in making more effective sales calls and respond more quickly to clients. Therefore, giving clients better customer service and increase the possibility to increase number of approved prospects.

No	Activity	Division					Standard Quality		
		Director	Marketing	Operational	Finance	IT	Documents	Duration	Output
1	Create Marketing Plan Training topics							2 minutes	Marketing plan
2	Approve the marketing plan to the management						Marketing plan	3 Minutes	
3	Open running event database						Running event database	2 Minutes	
4	Prepare promotional material and coordinate with operational department						Banner, poster, email content	2 minutes	
5	Prepare instructor							3 Minutes	
6	Open Client database						Client database	2 minutes	
7	Upload promotion in the website						Banner and poster	2 minutes	
8	Blasting email						Offering letter, Training list, Company profile	5 minutes	
9	Post training promotion in social media						Poster	2 minutes	
10	Sales Call to client in the uncontacted list							2 minutes	
11	If the client answers the call: use the sales call technique sequence: greetings, breef introduction and deliver the information training. If the client didnt answer the call thus send message via Whatsapp								
12	Send message Via Whatsapp							2 minutes	
13	Wait for respond and follow up by sending offering letter completely							5 minutes	
14	Enter data to client's contacted database							2 minutes	Updated client's contacted list
15	Has it performed sales call 10 times a day?								
16	Finish								

Figure 4.21 SOP for sales call activity

Figure 4.21 depicts the SOP for sales call activity. The Table shows the activity list, the division involved in the activity, documents involved in each step, duration, and output. The duration is used to standardize the time for each employee to perform each activities in order to reduce the level of variance between employees.

2. Provide training to the marketing staff

In order to improve the marketing staff skill, a training need analysis should be done to decide necessary training for the employees. A job competency standard should be developed in advance. Then an employee competence assessment should be done to discover the training needs and decide what skill or knowledge is needed the most through the training. Subsequently, a training plan can be developed to determine what training should the employee take and the time, place and provider.

3. Tool to monitor client's response

Currently the company cannot track and monitor the email once it has been sent to the client. This may delay the process of sales call when the marketing staff is following up with the client regarding the training if the client haven't opened the email thus the client cannot make direct decision in the sales call.

Email marketing is a form of direct marketing that uses email as the media of communicating commercial or fund-raising messages to an audience. Every email sent to a potential or current client with purpose of enhancing relationship of a merchant with its customers to encourage customer loyalty and repeat business is considered email marketing. In addition, marketing email is aimed to acquire new customers or convince current customers to purchase the product sold by adding advertisements to email messages. Utilizing available email marketing tools online can support the company in advertising its training and monitor the email. One of the available email marketing tool online in is Mailchimp. Mailchimp is a marketing marketing and marketing service automation platform.

Figure 4.22 Mailchimp logo

The website provides free trials for users to try their products for free. The application allows to attach figures, hyperlinks, and contents for advertising purposes in the mail interface. Figure 4.23 depicts the example of the email design.

Figure 4.23 Email marketing interface

The buttons attached in the mail interface can be analyzed for which most users click after receiving the mail.

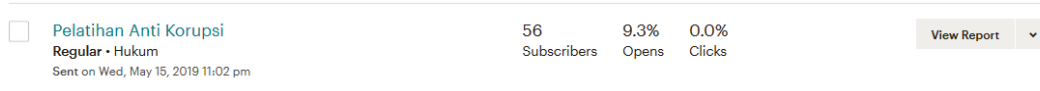|		56 Subscribers	9.3% Opens	0.0% Clicks	View Report ⌄
Pelatihan Anti Korupsi Regular • Hukum Sent on Wed, May 15, 2019 11:02 pm					

Figure 4.24 Mailchimp analytics

Figure 4.24 shows the brief analytic of each post. The analytic shows the number of subscribers which refer to the recipient of the email. In addition, the analytic shows the number of clicks, which can be seen in a more detail of who clicked it and when the recipient clicked it.

4. Lack of Supervision

Lack of supervision refers to the condition where the marketing staff are not given adequate supervision in performing their task. This may lead to low number of sales call because there is no pressure and the staff are becoming unmotivated. In order to monitor and aid the marketing staff to achieve the sales call target of 10 sales call a day, a schedule is created. By identifying the marketing staff job desk and standard time along with the working time in a day a schedule is developed as shown in figure 4.25.

The standard time for each sales call is 6 minutes. In order to divide the total target sales call in a day, the sales call activity is divided into two sessions. The first session is before break and the second session after break. Each session consist of 5 sales call, thus will take 30 minutes each.
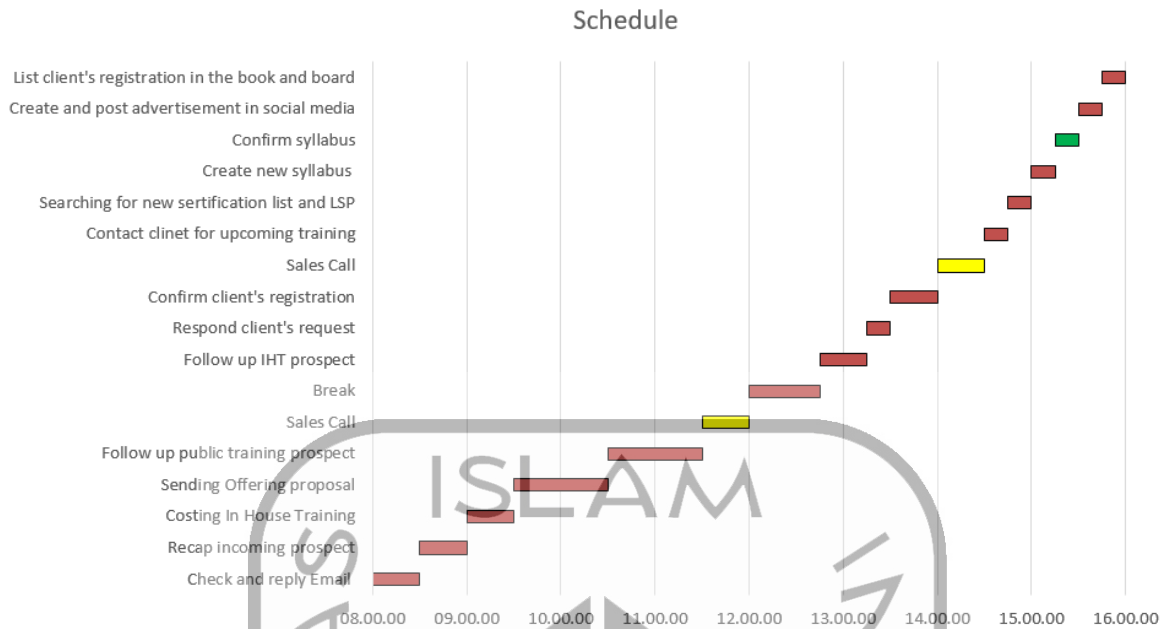
Figure 4.25 Sales department daily schedule

5. No specific database category

The company has no specific database category of the client's background and training topic's interest. In present, clients' database category is categorized based on year not based on training topic preferences. This may be ineffective as they are not grouped based on training category which may lead the marketing staff to offer training that are out of their area. Therefore, a specific database category of the clients training preferences is be developed using entity relationship diagram. Entity relationship diagram shows the flow process in the database system on how data are stored on databases.
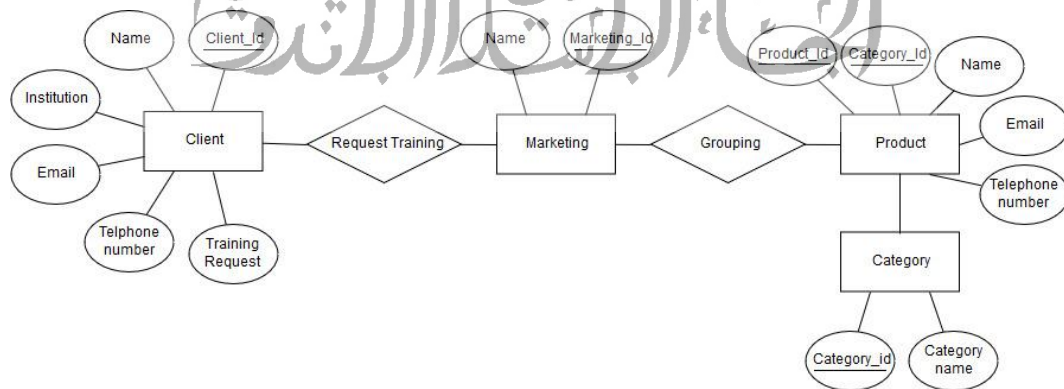

Figure 4.26 Entity relationship diagram

The output of the database groups every client to the particular category. For instance, if we want to perform sales call to advertise the training on Supply Chain Management category, we can open the SCM category and find all of the clients information including the contact number. Thus, the sales call will be more directed into the right person and will be more effective.

4.10   Cost Reduction

To support the productivity improvement besides improving revenue is by decreasing cost. Cost reduction aims to reduce the cost without compromising quality of the product. A cost analysis is performed to analyze the cost over a certain period of time and finding solution to reduce the cost. The cost expenditures incurred in the sales department can be seen from the total marketing expenses from the amoeba accounting system. According to the sales department accounting system the total cost is composed from four costs i.e. promotional cost, operational & office supply cost, depreciation cost and overhead cost. By identifying the composition of costs from the historical data in can be concluded that the composition is as follow:

1. Promotional cost : 92%
2. Operational & office supply : 1%
3. Depreciation cost : 2%
4. Overhead cost : 5%

Based on the data, there is a significant difference between promotional cost and other costs. Therefore, an improvement is focused on the promotional cost. Promotional cost refers to the cost expenditures incurred for promotional activities. The promotional cost is composed of telephone cost, social media advertisement cost, third party marketing website cost, event cost. In order to reduce these costs several alternatives are given as follows:

1. Find suppliers with lower cost

   Find suppliers that offer the same service with a lower cost to become partner
2. Long term contract with supplier

   Sign a long term contract with suppliers to obtain lower cost.

3. Evaluate the media

   Assess the media's performance and select the media that possess the high impact with low price.

4. Bundling marketing

   Conduct marketing with other company together to obtain a lower promotional cost for instance cooperate with certification provider, join events to become sponsor.