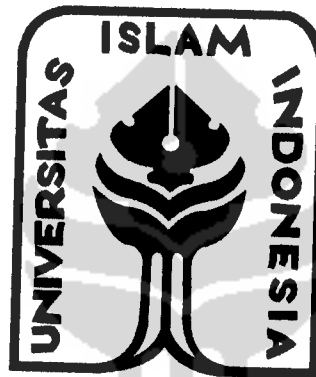


**THE ANALYSIS OF MARKETING STRATEGY OF
PT. BUANA AMANAH KARYA
(WAREHOUSING, FREIGHT FORWARDING
AND CUSTOM CLEARANCE)**

A THESIS

**Presented as Partial Fulfillment of the Requirements
To Obtain the Bachelor Degree in Management Department**



الجامعة الإسلامية
الاندونيسية

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FACULTY OF ECONOMICS
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YOGYAKARTA
2005**

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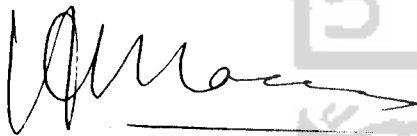
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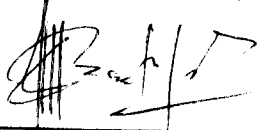
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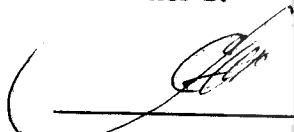
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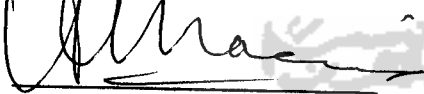
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Mohammad Nizar

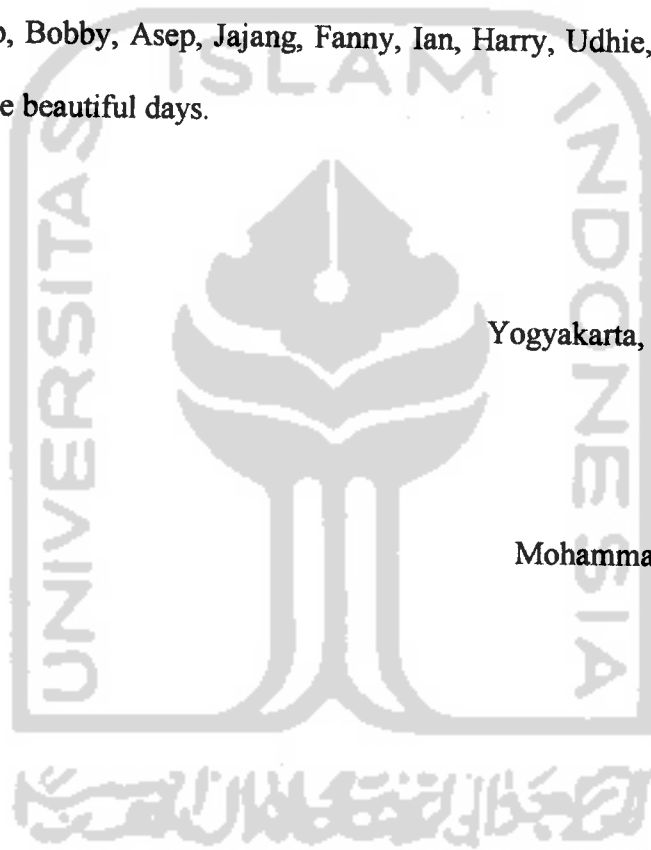


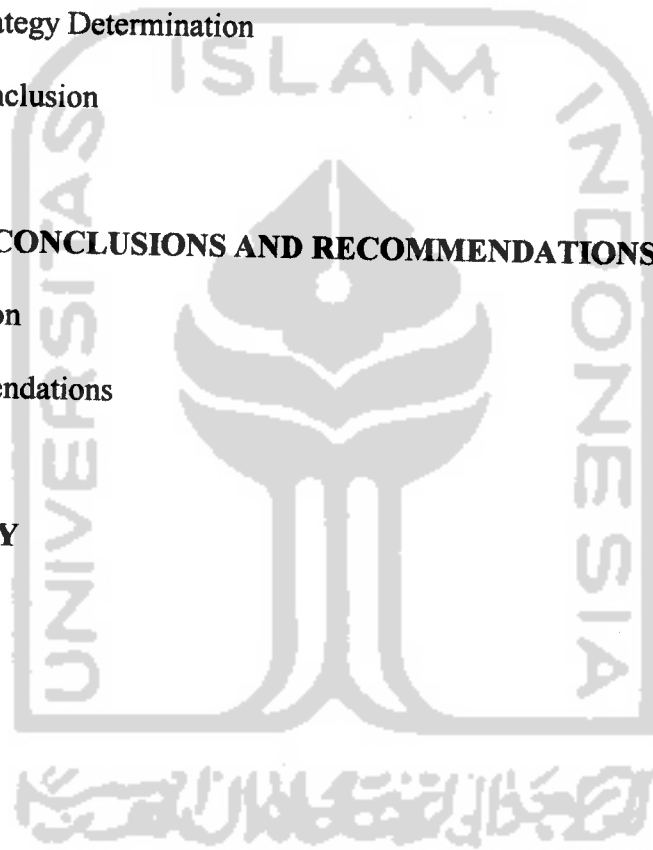
TABLE OF CONTENTS

PAGE OF TITLE	i
APPROVAL PAGE	ii
LEGALIZATION PAGE	iii
ACKNOWLEDGMENTS	iv
TABLE OF CONTENTS	vi
LIST OF FIGURES	x
LIST OF TABLES	xi
LIST OF APPENDICES	xii
ABSTRACT	xiii
ABSTRAK	xiv
CHAPTER I: INTRODUCTION	1
1.1. Background of the Study	1
1.2. Problem Identification	4
1.3. Problem Formulation	4
1.4. Limitations of Research Area	4
1.5. Research Objectives	5
1.6. Research Contributions	5
1.7. Definition of term	6

CHAPTER II: REVIEW OF RELATED LITERATURE	8
2.1. Theoretical Review	8
2.1.1. Marketing Definition	8
2.1.2. Marketing Management	9
2.1.3. The Marketing Concept	11
2.1.4. The Strategy Concept	13
2.2. Strategy and Marketing Program	15
2.2.1. Marketing Strategy	15
2.2.2. Marketing Program	15
2.2.3. Marketing Mix	16
2.2.4. Segmenting, Targeting and Positioning	18
2.3. Marketing Strategy Process	24
2.4. Service Definition and Characteristics	29
2.4.1. Service Marketing	32
2.5. Warehousing (container depot) and Seaport related service	33
2.5.1. Warehousing (container depot)	33
2.5.2. Import Clearance	33
2.6. SWOT Analysis	36
2.7. Market Attractiveness/Business-Position Matrix	38
2.8. Hypothesis Formulation	40

CHAPTER III: COMPANY PROFILE	41
3.1. Company History	41
3.2. Vision and Mission	42
3.3. Company Performance	42
3.4. Organization Structure	44
CHAPTER IV: RESEARCH METHOD	48
4.1. Research Methods	48
4.2. Research Object	48
4.3. Research Setting	48
4.4. Research Instrument	48
4.5. Data	49
4.5.1. Type of Data	49
4.5.2. The Data Needed	50
4.5.3. Collective Data Method	50
4.6. Data Analysis Technique	51
4.7. Market Attractiveness Business Position Analysis	54
4.8. SWOT Analysis	56
CHAPTER V: DATA ANALYSIS AND FINDINGS	58
5.1. Research Findings	58
5.1.1. Internal Analysis	58
5.1.2. Internal Strategic Factors Analysis Summary (IFAS)	64

5.1.3. External Analysis	70
5.1.4. External Strategic Factors Analysis Summary (EFAS)	71
5.1.5. Internal – External Matrix Result	77
5.1.6. Strategic Implication	79
5.1.7. Conclusion	80
5.2. SWOT Analysis	80
5.2.1. Strategy Determination	82
5.2.2. Conclusion	84
CHAPTER VI: CONCLUSIONS AND RECOMMENDATIONS	85
6.1. Conclusion	85
6.2. Recommendations	87
BIBLIOGRAPHY	
APPENDICES	



LIST OF FIGURES

Figure: 2.1. Main Actors and Forces in a Modern Marketing System	10
Figure: 2.2. The 4 P's of The Marketing Mix	17
Figure: 2.3. Marketing Strategy Process	24
Figure: 2.4. Positioning Strategy Development	27
Figure: 2.5. Four Service Characteristics	31
Figure: 2.6. Three Types of Marketing Service Industries	32
Figure: 2.7. SWOT Matrix	37
Figure: 2.8. Perspective Strategies for Business in Different Cells	39
Figure: 3.1. Organization Structure	44
Figure: 4.1. Market Attractiveness/Business Position Analysis	56
Figure: 5.1. Internal - External Matrix	79
Figure: 5.2. SWOT Matrix of PT. Buana Amanah Karya	81

LIST OF TABLES

Table: 4.1. IFAS	53
Table: 4.2. EFAS	54
Table: 5.1. Tariff for Container Handling	61
Table: 5.2. IFAS of PT. Buana Amanah Karya	64
Table: 5.3. EFAS of PT. Buana Amanah Karya	71
Table: 5.4. Port Container Traffic, 1990-2001	74



LIST OF APPENDICES

Appendix 1: PT. Buana Amanah Karya Official Statement.

Appendix 3: List of Interview Question.

Appendix 4: Introduction Letter of Questionnaire.

Appendix 5: Questionnaire.



ABSTRACT

Nizar, Mohammad. *The Analysis of The Marketing Strategy of PT. Buana Amanah Karya (Warehousing, Freight Forwarding and Custom Clearance)*. International Program. Management Department, Faculty of Economics, Islamic University of Indonesia. Yogyakarta, 2005.

Successful companies know how to adopt a continuously changing marketplace. They practice the art of market oriented strategic planning through monitoring their external environment (such as: economics, social, technology and competitor) and evaluating internal environment of their company (such as: human resources performance, finance, marketing, and research & development). As a result, company will know their business position in the market and organize its business in a way that will keep the company healthy even when unexpected events negatively affect any of its business.

Based on the discussion above, the objectives of this research first, are to identify the position of market attractiveness and business strength of PT. Buana Amanah Karya. Second, to analyze the marketing strategy that will be able to support the company position from its competitors.

The research uses the Market Attractiveness-Business Position Analysis, IFE-EFE Matrix and SWOT Matrix analysis. By using those three methods of analysis, it will determine the position and strategy used by the company. Then, from the analysis, the researcher will propose other strategy choices that can be used as a consideration for the company to determine their future strategies.

Finally, from the research findings it can be found that PT. Buana Amanah Karya has a good position in the business. In the Market Attractiveness-Business Position Analysis, the company lies on Quadrant V. It means that the company can be said as a moderate attractive industry in terms of seaport services. The company should implement growth strategy through concentration in the company's current industry that can be achieved into other geographic locations and/or by increasing the range of product offered to the current market. The company can acquire market share, production facilities, distribution outlet, or specialized technology through research and development or externally through acquisition or joint ventures with other industry in the same industry.

ABSTRAK

Nizar, Mohammad. *The Analysis of The Marketing Strategy of PT. Buana Amanah Karya (Warehousing, Freight Forwarding and Custom Clearance)*. International Program, Jurusan Manajemen, Fakultas Ekonomi, Universitas Islam Indonesia, Yogyakarta, 2005.

Perusahaan yang berhasil dan memiliki kinerja yang baik tahu bagaimana caranya menyesuaikan diri dengan pasar yang terus-menerus berubah. Mereka selalu melakukan perencanaan strategis dengan memantau daya tarik industri yang dihadapi perusahaan serta mengevaluasi kekuatan bisnis yang dimiliki perusahaan itu sendiri. Dengan demikian perusahaan akan senantiasa mengetahui posisi bisnisnya di pasar dan mampu mengelola usahanya sehingga perusahaan akan tetap sehat walaupun peristiwa yang tidak diharapkan melanda usahanya.

Atas dasar ruang lingkup perusahaan tersebut, maka tujuan yang ingin dicapai dalam penelitian ini adalah pertama, mengidentifikasi posisi daya tarik pasar yang dihadapi PT. Buana Amanah Karya. Kedua, menganalisa strategi pemasaran yang tepat yang sebaiknya dilakukan perusahaan guna mempertahankan posisi dari para pesaing di pasarnya.

Penelitian ini menggunakan analisis matriks daya tarik pasar dan matriks SWOT. Dengan menggunakan dua metode analisis tersebut, akan ditentukan posisi dan strategi yang digunakan oleh perusahaan. Kemudian dari analisis ini peneliti akan mengajukan pilihan strategi lain yang mungkin dapat digunakan sebagai bahan pertimbangan perusahaan dalam menentukan strategi yang akan datang.

Akhirnya dalam penelitian ini ditemukan bahwa PT. Buana Amanah Karya berada dalam posisi yang baik dalam industri tersebut. Di dalam matriks daya tarik pasar, perusahaan berada dalam kuadran ke lima. Ini berarti bahwa perusahaan dapat dikatakan sebagai industri moderat dalam kaitan dengan bisnis jasa pelabuhan. Perusahaan dapat menerapkan strategi pertumbuhan melalui konsentrasi dalam industri perusahaan yang dapat dicapai ke lokasi geografis yang berbeda dan/atau meningkatkan jenis produk yang ditawarkan ke pasar. Perusahaan dapat memperoleh pangsa pasar, fasilitas produksi, saluran distribusi atau mengkhususkan teknologi internal melalui riset dan pengembangan atau secara eksternal melalui akuisisi dan joint venture dengan perusahaan lain dalam industri yang sama.

CHAPTER I

INTRODUCTION

1.1. Background of the Study

The markets of transportation and logistics providers (Warehousing, Freight Forwarding, and Custom Clearance) in Indonesia have similar characteristics to any country in a developing economy. At the same time it has some unique qualities, which give Indonesia a great potential for its integration into the world markets. The current development of Indonesia has been directed to the broadening of International activities and increasing foreign economic relations, which result in a great broadening of trade with other countries. This leads to the increase of imports, export and transit cargo transportation.

The increasing internalization and globalization of economic activities has influenced the way in which firms organize and operate. New organizational models, concepts, and forms of operation and commerce have emerged to cope with the new business environment. The restructuring of companies is part of a world-wide process of change involving new patterns of production, distribution, communications, technologies, competition, and the introduction of new and more customer oriented services. The increasing global trading has changed the nature of firms, and they have shifted from being national firms to international and global corporations.

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The complexity of business environment forced companies to form collaborative agreements with their suppliers, buyers, competitors and allies. The world also moves from the industrial economy to the networked and digital economy. In this new century, with the advance on information technology and the further expansion of internationalization and globalization, it is possible to see the coming out of a world economic environment of a new and different nature. The economic world has shifted from being a cluster of national economies to a global and more interdependent marketplace. This century witnesses the emergence of new global business models based on electronic commerce; this is the era of full and entire globalization of economic activities. Business and markets are no longer confined to geographical borders, but they are linked in a complex worldwide network.

The new economy is global because it is the most important aspects, from financial to production, that are organized on a global scale, directly through multinational corporations or indirectly through network of associations.

Globalization means that goods, people and information flow freely around the world; globalization means internationalization of economic processes and the emergence of the world market; globalization means that the world is one in terms of market and information. "Globalization differs from other forms of intensified interdependence between national economies: true economic globalization involves a qualitative shift toward a system based on a consolidated global market place for production, distribution and consumption rather than on autonomous national economies".

The fast growth of this business has caused a tight competition among them. In the tight competition it needs a good management for a company. It also happens for the Warehousing, Freight Forwarding, and Custom Clearance. A good management, especially for the marketing management is really needed to set a good strategy to compete with other. Specific marketing strategy will give an added value to the company in winning the customer attention in the business.

The purpose of marketing strategy is to effectively allocate and coordinate the marketing resources and activities to accomplish the firm's objectives within a specific product market (Walker, et al, 1993:13). The decisions involved in the marketing strategy are about the market segmentation, market targeting, positioning, and marketing mix. All those decisions are the key success for the company; knowing the segment, the target market, well positioning in the market and well plan about the product, price, place, and promotion have affected the objectives setting of the company. A wrong decision of one of the activities will impact to the goals achievements. That is important to set the marketing strategy well, well planning, implementation, and control of the marketing strategy will help the company to achieve the goal of the company.

Based on the importance of the marketing analysis, the writer tries to do a research on:

“The Analysis of Marketing Strategy of PT. Buana Amanah Karya (Warehousing, Freight Forwarding, and Custom Clearance)”, which a Service Company providing seaport services like warehousing, custom clearance and freight forwarding.

1.2. Problem Identification

The marketing strategy has an important role in developing and managing the business, so that it will keep survive in the global competition and also to find the best strategy for the managers. The appropriate marketing strategy is very important because it can perform strategic plan to win the competition in the accessible market.

Strategy also plays an important role in determining the desired market. The company should be able to identify its opportunity and threat as well as its strength and weaknesses in order to be able to compete with the competitors. A mistake in determining the strategy may affect the company loses their market. And if it occurs, it may also decrease the profit because of low sales volume.

1.3. Problem Formulation

After identifying the problem, the researcher can formulates it as follows:

1. How is the marketing strategy of PT. Buana Amanah Karya?
2. How is the current position of PT. Buana Amanah Karya in the seaport service (Warehousing, Freight Forwarding, and Custom Clearance)?
3. What is alternate Marketing Strategy that can be proposed based on the current situation?

1.4.Limitation of Research Area

The limitations of the research are used to limit the scope of the research so that the research can be more specific. Therefore, the research limitations are:

1. The research will involve PT. Buana Amanah Karya as the research object.
2. In the research what will be analyzed are all things that are related to the marketing, and will not analyze other thing.
3. The marketing strategy that is going to be analyzed is the strategy for seaport Services Company.

1.5. Research Objectives

The purposes of the research are:

1. To identify current Marketing Strategy of PT. Buana Amanah Karya.
2. To know the position of PT. Buana Amanah Karya in the competition in the seaport service industry.
3. To determine alternate marketing strategy that can be proposed based on the position of the company in the competition.

1.6. Research Contributions

1. For company management

This research is expected to give information about PT. BUANA AMANAH KARYA position (business strength position and the most appropriate marketing strategy that could be implemented).

2. For the writer

This research is expected to provide the researcher experience in conducting marketing research process especially in marketing strategy and expected to give marketing knowledge in marketing field.

3. For the others

It is useful to get information related to the marketing strategic for similar research and give more knowledge about seaport services.

1.7. Definition of Terms

These are some definitions of terms that should be defined to avoid miss understanding of the research. Those are:

- Marketing is the process of creating product, then planning and carrying out the pricing, promotion, and placement of that product by stimulating buying exchanges in which both buyer and seller get profit in the same way. (Sarah White, 1998: The Complete Idiot's Guide to Marketing Basic)
- Marketing strategy is defined as the analysis, strategy development, and implementation activities in selecting market target strategies for the product-markets of interest to the organization, setting market objectives, and developing, implementing, and managing the marketing program positioning strategies designed to meet the needs of customers in each market target. (Cravens, 1997:9)
- Strategy is a fundamental pattern of present and planned objectives, resources deployment, and interactions of an organization with markets, competitors and other environmental factors. (Walker, et al, 1999:8)

- Warehousing is a storage places for goods before or after shipment and this warehouse is under control of the custom office. (Suyono, 2001:291).
- Custom clearance is an obligation of the seller or buyer to pay some custom fee for goods that pass the port custom from the importer or the exporter country. (Suyono, 2001:306).



CHAPTER II

REVIEW OF RELATED LITERATURE

2.1. Theoretical Review

The growth of the business, year to year, shows an improvement. It is shown from the improvement of the investment in business. The improvement of business actually is supported by the well work of the division both from inside and outside of the company. Each division in company such as finance, human resources, production, marketing and other divisions give contribution in company's success. One division that holds an important role in marketing is marketing. Marketing undertakes the jobs by determining the target market, the product, the price, etc. The importance of marketing role pushes company to understand the definition of marketing itself.

2.1.1. Marketing Definition

Marketing is one of the business functions which identifies the needs and wants, measures the potential market, choose which target market should be served and other jobs that related to the consumer.

The importance of the marketing role supports the company to know what the definition of the marketing.

According to Philip Kotler marketing is defined as:

“Marketing is a social and managerial process by which individual and groups obtain what they need and want through creating and exchanging the products and value with others” (Kotler, 2000:4)

Others opinion came from William J. Stanton. He said,

“Marketing is totals system of business activities designed to plan, price, promote, and distribute want satisfying product, services and ideas to target market in order to achieve organizational objectives” (Stanton and Futrell, 1987:6)

In summarized, marketing is an integrated process to develop a strategic plan that tries to satisfy costumer needs. It tries also to get any benefits that expect through exchange product with others value. Moreover, the integrated process consist of the steps of decided product, decided the production process, set the price, the promotion, and the distribution channel and finally the process tries to get any option from consumer to set up the strategy through the marketing research.

2.1.2. Marketing Management

One popular concept of marketing is that it primarily involves sales. Other perspective view marketing as consisting of advertising or retailing activities and others may say that it includes marketing research, pricing or product planning. According to American Marketing Association, marketing management is:

The process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to treat exchanges that satisfy customer and organizational objectives.

This definition recognizes that marketing management is a process involving analysis, planning, implementations and controls that covers goals, services and ideas that is rest on the notion of exchange and that the goal is to produce satisfaction for the parties involved. Further, the definition above also stressed the

importances of beneficial exchanges that satisfy the objective of both those sell ideas, goods and services, whether they are individuals or organizations. To serve both buyers and sellers, marketing seeks:

1. to discover the needs and wants of prospective customer
2. to satisfy them

These prospective customers include both individuals buying for themselves and their households and organizations that buy for their own use or for resale.

Other definition of marketing management:

The analysis, planning, implementation and control of program design to create, build and maintain beneficial exchanges with target buyers for the purpose of achieving organizations objectives (Kotler and Armstrong, 1999:)

From the definition above, appears the key to achieve organizations objective; the idea of exchange, which is the trade of things of value between buyer and seller. So, each is better off after the trade.

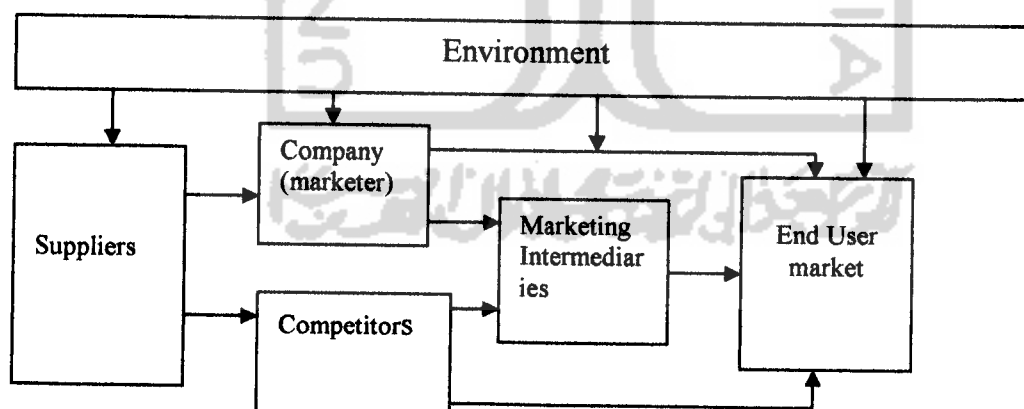


Figure 2.1 Main Actors and Forces in a Modern Marketing System

(Source: Kotler et al., 1996:14)

Marketing management involves managing demand, which in turn involves managing customer relationship. Marketing management can occur in organizations in connection with any of its market. Marketing management has the task of influencing the level, timing and composition of demand and a way that will help the organizations achieve its objectives. Actually marketing management means demand management.

2.1.3. The Marketing Concept

Realizing the importance role of marketing in the success of the business, a company should understand the new business thinking or business philosophy so they did not leave behind. The business philosophy is called marketing concepts.

According to Kotler, marketing concept holds the key to achieve the organizational goals consist determining the needs and wants of target markets and delivering the desired satisfaction more effectively and efficiently than competitors. (Armstrong and Kotler, 2000:19)

In conclusion, that marketing concept has four main pillars, they are:

1. Target Market
2. Customer Need
3. Coordinated (integrated) Marketing
4. Profitability.

This concept takes an outside. It starts with a well defined market to serve, focus on customer need, coordinate all the marketing activities that will affecting

customers and make profit by creating long terms customers relationship based on customer value and satisfaction. (Armstrong and Kotler, 2000:19)

a. Target market.

Target markets consist of a set of buyers who share common needs or characteristics that company decides to serve (Armstrong and Kotler, 1999: 201). No company can operate in every market and satisfy every need. Nor can it even do a good job within one broad market. Company does the best when they define their target markets carefully and prepare a tailored marketing program.

b. Customer Needs.

Customer oriented thinking requires the company to define customer needs from the customer point of view. Every buying decisions involves trade offs and management can not know what these are without regarding customers. In general a company can respond to customers' request by giving customers' on what they want or what they need. The key to professional marketing is to meet the customers' real needs better than any competitors can.

c. Coordinated Marketing.

Coordinated marketing means two things. First, the various marketing functions (sales force, advertising, product management, marketing research and so on) that must be coordinated among themselves. These marketing functions must be coordinated from the customer point of view. Second, marketing must be well coordinated with other company departments. Marketing does not work when it is merely a department. It only works when

all employees appreciate the impact they have on customer satisfaction. So that marketing concept requires the company to carry out internal marketing as well as external marketing.

d. Profitability.

The purpose of the marketing concept is to help organizations achieve their goals. Usually the purpose of a company or other business organizations is not only looking for the profit, but it also should achieve them as a product of a good job.

2.1.4. The Strategy Concept

Demanding buyers, fast moving technologies, intense global competition, deregulating and social change create new challenges and opportunities for a wide range of business throughout the world. Developing strategy in this environment of constant changes is a key corporate success. Although definitions differ, there is general agreement what the strategy is all about.

A strategy is the pattern or plan that integrates an organization's major goals, policies, and action sequences into a cohesive whole. A well formulated strategy helps to organize and allocate an organization's resources into a unique and viable posture based on its relative internal competencies and shortcoming, anticipated changes in the environment and contingent moves by intelligent opponents.

According to Cravens, (2000:24) strategy is the way the company creates value through the configuration of its multi market activities. And Kotler (1997:43) define strategy as a game plan how to get there. Every well-managed

organization has one or more strategies although they may not be stated explicitly. A firm develops its strategies by matching its core competence with industry opportunities.

Strategy Formulation is process that senior executives use to evaluate company strength and weaknesses in light of the opportunities and threats present in the environment and then to decide on strategies that fit the company's core competence with environment opportunities.

Strategy can be found at two levels:

- (1) Strategies for a whole organization and;
- (2) Strategies for business units within organization.

Corporate Level Strategy. Corporate strategy consists deciding the scope and purposes of the business, its objectives and the action and resources necessary to achieve the objectives. Corporate strategy is about being the right mix of business. It's about questions where to compete. At the corporate level: the issues are (1) the definition of business in which the firm will participate and (2) the deployment of resources among those business. Corporate-wide analysis results in decision involving business to add, business to retain, business to emphasize, business to de-emphasize and business to divest.

Business Unit Strategy. Deals with how to create and maintain competitive advantage in each of the industry in which a company has chosen to participate. The strategy of business unit depends on two interrelated aspects: (1) its mission (what are the overall objectives) and (2) its competitive advantage (how should the business unit compete in its industry to accomplish its mission).

The focus of business unit strategy is how the firm should compete in a particular industry or product/market segment to obtain a strategic advantage over the competition.

2.2. Strategy and Marketing Program

2.2.1. Marketing Strategy

According to Cravens (2000:31), strategic marketing is a market driven process of strategy development that takes into account constantly changing business environment and the need to achieve high level of customer satisfaction. Marketing strategy consist of the analysis, strategy development, and implementation activities in: Developing a vision about market(s) of interest to the organization, selecting target market strategies, setting objectives, and developing, implementing, and managing the market program positioning strategies designed to meet the value requirements of the consumer in each target market.

2.2.2. Marketing Program

Part of marketing process is to transform marketing strategies into marketing programs. To transform marketing strategy into marketing program, marketing managers must make basic decision on marketing expenditure, marketing mix, and marketing allocations.

2.2.3. Marketing Mix

Once the company has decided on its overall competitive market strategy, it is ready to begin planning the details of marketing mix, one of the major concepts in modern marketing.

Marketing mix is the set of controllable, tactical marketing tools that the firms blends to produce the response it wants in the target market. (Kotler and Armstrong: 1999, 47).

The marketing mix consists of everything the firm can do to influence the demand for its product. The many possibilities can be collected into 4 groups of variables known as 4 P's.

The variables included in the marketing mix are:

1) Product

Means the good and services combination the company offers to the target markets. The concept of the product means the total bundle of attributes being offered to a specific set of prospective customers.

2) Price

Means the amount of money a customer have to pay to obtain the product. The right price must clearly relate to the value of the bundle of attributes the products offers, because the customer often think that price as being a good guide to product quality.

3) Place

It includes company activities that make the product available to target consumers. It also concerns on the selection of distribution channels.

4) Promotion

Means that communicates the merits of the product and persuade target customers to buy it.

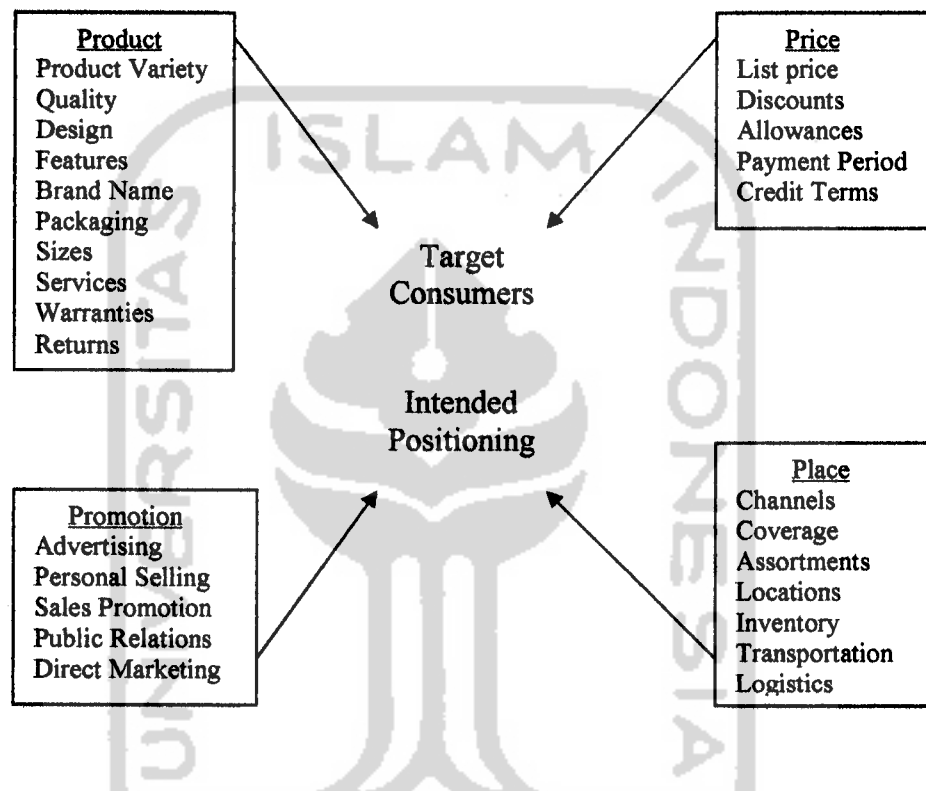


Figure 2.2 The 4 P's of the Marketing Mix

(Source: Kotler, Armstrong, 1999:49)

The basic task of marketing is combining those four elements into marketing program to facilitate the potential for exchange with consumers in the market place. The proper marketing mix does not just happen. Marketers must be knowledgeable about the issue and options involved in each element of the marketing mix. They must also be aware of how these elements can be combined to provide an effective marketing program. The market must be

analyzed through consumer research and this information used to develop an overall marketing strategy and mix.

2.2.4. Segmenting, Targeting and Positioning

An organization, which is operated in a market, realized that basically they couldn't serve all the customers. It happens because not spread and various of the customers. This condition makes companies decide to choose a narrow target market. Companies have to select some interesting market segment and then entering the market effectively. This kind of marketing strategy helps the companies to identify the market opportunities better, so that the company can improve the product, set the possible price, choose the best distribution channel, and determine the promotional strategy to each market effectively.

In order to do the marketing strategy, it is important for company to do some steps such as:

Market Segmentation

Market segmentation is the act of identifies and profiling different groups of buyer who might require separated products and/or marketing mixes segmentation process:

1. Selection of meaningful descriptions (variables) in a given market situation. There are two determinations.
 - a. A priori segmentation implies that the firm has enough knowledge about the market to decide in advance the segmentation descriptors.

b. Pasthoc segmentation is typically used to determine attitudes, product usage, benefit wanted and perceptions concerning a given product or services.

2. Determination of whether and to what extent there are differences in the dependent (outcomes) variable.

3. Evaluation. These steps used to determine the effectiveness and usefulness of the segment scheme. The characteristic of the segmentation are:

- **Measurable**

The size, purchasing power, and profit of the segment can be measured.

- **Substantial**

The market segments are large and profitable enough to serve.

- **Accessible**

The market can be effectively reached and served.

- **Differentiable**

The Market segments are conceptually distinguishable and respond differently to different marketing mix elements and programs.

- **Actionable**

Effective programs can be formulated for attracting and serving the segments.

Market Targeting

Market targeting is the act of selecting one or more segments to enter.

a. Evaluating the market segment

Evaluating the market segment, a company should look at 3 factors, namely:

1. Segment size and growth

The evaluation is about the size of potential segment and the growth of the segment will be.

2. Segment structural attractiveness

The size and growth of segment could be desirable but sometimes its lack of potential profit. The lack of potential market can be caused of the five threats (Kotler, 2000:334-335), namely:

a) Threat of intense segment rivalry

A segment is unattractive if it is already contain of numerous, strong, and aggressive competitors.

b) Threat of net entrants

The segment is unattractive when new entrants can easily get in.

c) Threat of substitute products

A segment is unattractive when they are actual or potential substitutes for the product.

d) Threat of growing bargaining power of buyers

A segment is unattractive if the buyers possess strong or growing bargaining power. Buyers will try to force prices down, demand for more quality and set competitors against each other.

e) Threat of growing bargaining power of suppliers

A segment is unattractive when the suppliers can increase price or decrease easily.

3. Company objectives and resources

When the segment is already large, growing and structurally attractive the company should consider its own objectives and resources in relation with the segments.

- Selecting the market segment

After evaluate the market segments that the company should decide which and how many segment to serve, there are five patterns of target market selection, which are:

1. Single segment concentration

A company chooses only one segment. Through this strategy the company has strong market position but also face higher risk.

2. Selective specialization

A company selects a number of segments, each segments objectively attractive and appropriate, gives the firm's objective and resources.

3. Product specialization

The company produces several products and sells it to certain segments.

4. Market specialization

The company serves many needs of a particular customer groups.

5. Full market coverage

The company chooses to serve all customer groups with all products that might be needed.

In order to cover the market, there are two ways, namely:

a) Undifferentiated marketing

Through this marketing way, a company ignores market segment differences enters market with one offer. This strategy relies on mass distributions and advertising.

b) Differentiated customization

The strategy pushes the company to serve several market segments and design different programs for each segment.

Market Positioning

Market positioning is the act of establishing and communicating the product's key distinctive benefits in market (Kotler, 2000:314)

A company not only has to differentiate their product to other competitor's products but also positioning their product in the customer's minds. There are two positioning, physical positioning and perceptual positioning.

The market positioning strategies are:

- **Monosegment positioning**

A strategy of developing product and marketing program tailored to the preferences of single market segment.

- **Multisegment positioning**

The strategy of a product to attract consumers from different segment.

- **Imitative positioning**

This essentially the same as head-on strategy where a new brand targets a position similar to that of an existing successful brand.

- **Standby positioning**

A positioning plan that specifying the products and their attribute as well as details of the marketing program that would be used to positioning the new product, in order to wait the new positioning strategies exist.

- **Anticipatory positioning**

A strategy that positioning a new brand to anticipate the evaluation of a segment's need.

- **Adaptive positioning**

This consists of periodically repositioning a brand to follow the evolution of a segment's need.

- **Defensive positioning**

The positioning done by the company that has strong position in a market segment with a single brand, it is vulnerably to imitative positioning

2.3. Marketing Strategy Process

The marketing strategy analysis, planning, implementation and management process can be described through this follows diagram:

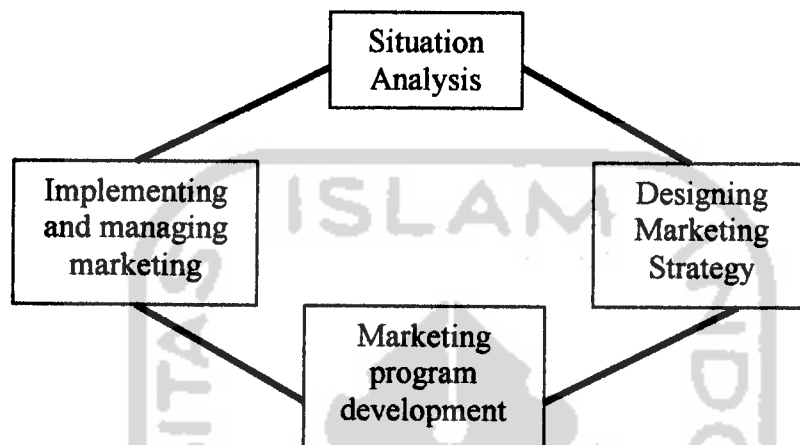


Figure 2.3 Marketing Strategy Process

(Source: Cravens,2000:11)

Situation analysis. Marketing management needs the information provided by the situation analysis to guide the design of new strategy or change the existing strategy. The situation analysis is conducted on regular basis after the strategy is under way to guide strategy change. Information needed in marketing situation analysis, can be done through: defining market to be served, evaluating competitors' strategies, segmenting market and continuous learning about market. *Evaluation of competitors' strategies*, strengths, weaknesses, and plans are a key aspect of the situation analysis. It is important to identify both existing and potential competitors. *Market segmentation* looks at the nature and coverage of diversity buyer's needs and wants in the market. It offers an opportunity for organization to focus its business capabilities on the requirements of one or more

groups of buyers. According to Kotler and Kartajaya (2003: 53,54) segmentation is the main substance of strategy, segmentation can be define as “view your market creatively”. They use three approach categories in segmenting the market, which is: *static attribute segmentation*, *dynamic attribute segmentation*, and *Individual segmentation*. Static attribute segmentation view the market based on static attributes that not describe buying behavior and indirectly influence reason to buy of customer. This segmentation includes geographical and demographical segmentation. On the other hand, dynamic attribute segmentation view the market based on dynamic attributes that describe human characteristics of customer (interest, customary, attitude, belief, etc.) that directly influence buying decision of customer. This kind of segmentation includes psychographic and behavioral segmentation. While Individual segmentation is the last segmentation where the segmentation done based on smallest unit of market, that is individual (segment of one). The similarities of buyers’ needs within a segment enable better targeting of the organization’s value proposition to buyer with corresponding value requirements. One of the major realities of achieving business success today is the necessity of understanding markets and competition. Organization needs to be continuously sensing what is happening in their market, to develop business and marketing strategies to seize opportunities and counter threats, and to anticipate what the market will be like in the future.

Designing Marketing Strategies. Situation analysis plays a key role in designing marketing strategies, which include market targeting and positioning analysis, building marketing relationship and introducing new product. The

classical definition of targeting is process of choosing the fit target market for your products and services. Kotler and Kartajaya (2003:57) define targeting as strategy to allocate resources effectively. There are three criteria should be fulfilled to evaluate and determine the market segment hat will targeted. First, choose the large and profitable market segment. Second, criteria are the targeting strategy must be based on their competitor situation. The purpose of the *market targeting strategy* is to select the people or organization that management wishes to serve in the product market. When buyers' needs and wants vary, the target market is usually one or more segment of product market. This decision is the focal point of marketing strategy because targeting guides the setting of objectives and developing of positioning strategy. The *marketing program positioning strategy* is the combination of product, channel of distribution, price, and promotion strategies a firm uses to position itself against its key competitors in meeting the needs and wants of the target market. The activities used to gain a favorable position are called the marketing mix or the marketing program. The positioning strategy seeks to position the product in the eyes and mind of buyer and distinguish the product from the competition. Positioning indicates how the firm would like its product or brand to be perceived in the eyes and mind of the target market customers.

Marketing Program Development. Market targeting and positioning strategies for new and existing products guide the choice of strategies for the marketing program components. Product, Distribution, Price, and Promotion strategies are combined to form the positioning strategy for each market target.

which involves some interaction with customers or with property in their possession, and does not result in a transfer ownership. A change in condition may occur and production of the service may or may not be closely associated with a physical product.

Service can also define as these separately identifiable, essentially intangible activities that provide want satisfaction, and that are not necessarily tied to the sales of a product or another service. To produce a service may or may not require the use of tangible goods. However, when such use is required, there is no transfer of the title (permanent ownership) to these tangible goods. So, service is an activity offered by a party to another party in terms of intangible product and it doesn't make any physical movement like what happens to the manufacture product.

Four basic characteristics of service are:

1) Intangibility

Service is to large extent abstract and intangible. It means that service cannot be inventoried or readily displayed, and it is impossible for customers to taste, feel, see, hear, or smell services before they buy them.

2) Variability

Services are non standard and highly variable. Each unit of the service is somewhat different from other units of the same service. The implication of this characteristic is that service delivery and customer satisfaction depends on employee action. Service quality depends on many uncontrollable factors.

There is no sure knowledge that the service delivered matches what was planned and prompted.

3) Inseparability

Services are typically produced and consumed at the same time, with customer participation in the process. The direct sale is the only possible channel of distribution, and a seller's services can not be sold in very many markets.

4) Perishability

It is not possible to store services in inventory. It is difficult to synchronize supply and demand with services. Services can not be returned or resold.

These characteristics are summarized in Figure 2.5 below.

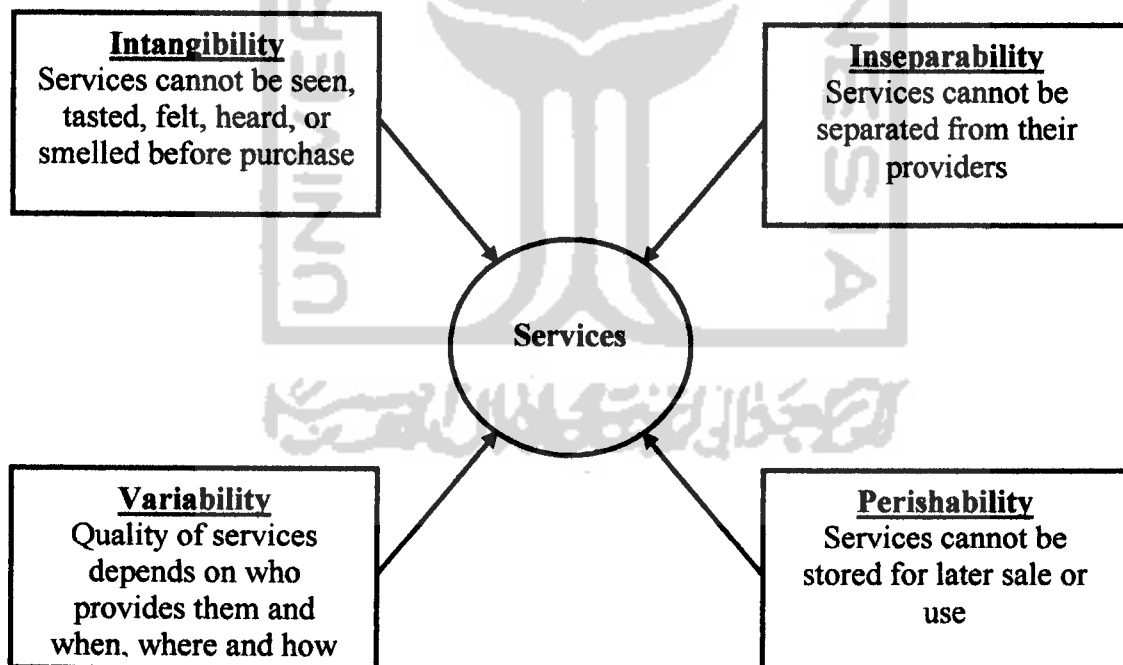


Figure 2.5 Four Service Characteristics

(Source: Kotler and Armstrong, 2000:259)

2.4.1. Service Marketing

Service marketing is not exactly the same as marketing on manufacture products. Since service is intangible product, it needs more complicated strategy in service marketing. The traditional 4P's (product, price, promotion and place) work well for goods, but it is not sufficient enough for service marketing. In the service marketing needs additional three elements (Payne, 1993:25); they are people, process and the provision of customer service.

In the service industry, there are also many parties involved. Kotler has provided the service-marketing triangle to describe those parties involved. This triangle describes the three parties that can make service company success in selling its service, i.e. company, employees and customer. The triangle in a service industry will be shown in figure 2.6.

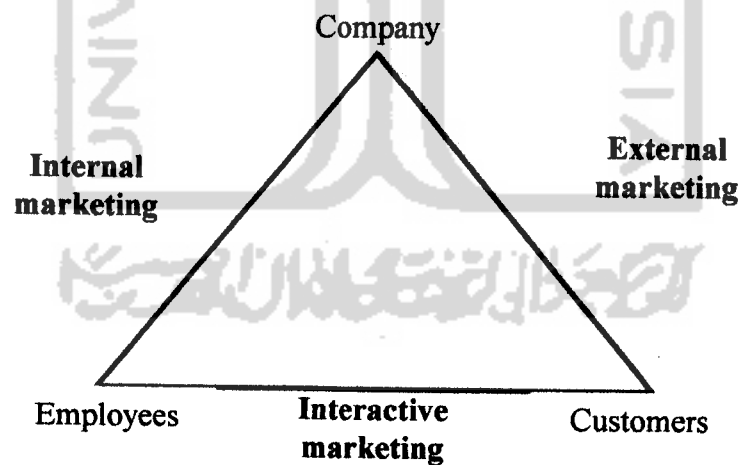


Figure 2.6 Three types of marketing in service industries

(Source: Kotler and Armstrong, 2000:261)

2.5. Warehousing (container depot) and seaport related service

2.5.1. Warehousing (container depot)

Warehousing (container depot) is a storage place for goods/container before or after shipment and under control of the Indonesian Customs Department, the first priority is to stocking import containers after the main container yard (Main Container Terminal) in case of the Yard Occupancy Ratio in the main terminal was in the highest ratio/overloaded.

2.5.2. Import Clearance

Imported goods are not legally entered until the vessel arrives in the Custom Territory. Prior to the arrival of the aircraft or vessel, the shipping agent should submit a Notice of Estimated Time of Arrival to Customs. Upon the arrival of the vessels, the master or the agent is obliged to lodge a General Declaration in the form of a Manifest covering all cargoes and supplies on board to the Customs Service Of-five, not later than 24 hours after the arrival.

Imported goods are allowed, commencing from the date of unloading. If the goods are not yet released within a period of more 30(thirty) days as of the date their storage in the temporary storage, they will be regarded as unclaimed goods. If the unclaimed goods are not yet released within a period of more than 60 days, Customs is empowered to sell such goods by auction.

The proceeds of the auction are used to cover import duties, taxes and accrued charges. The balance of the process of the auction shall become

state property if it is not taken by the owner within the period of 90 (ninety) days as stated on the date of notification letter. If it is not claimed by the owner, the balance will be appropriated as the state revenue.

Goods may be declared by the importer or the customs broker on his behalf. In order to obtain release of imported goods for home use, the declarant must perform as follows:

- 1) Carry out the import declaration and pay import duty and taxes at the bank or customs office.
- 2) Submit import declaration, the security and other supporting documents to Customs.
- 3) Submit complementary customs documents and security.

The declaration must be made on an import declaration forms called “Declaration of Importation Goods” (PIB) in which several important information is submitted by the declarant, such as name & address of the exporter; name, address & status of the importer; name & address of the declarant; name of the vessel; description of goods, value of the goods; etc.

In the four main ports (Tanjung Priok I, II, III and Soekarno-Hatta I-II), the declaration should be submitted and processed electronically through the EDI (Electronic Data Interchange) system, while in the other ports it may be done manually or saved in a diskettes.

By the maximum of 4 (four) hours, importers shall get decision from customs of the PIB which has been submitted, whether the PIB is

rejected or received and determines the clearance channel. Customs should give the argument of rejection in the Rejection Note.

Physical inspection or examination will be conducted by Customs at the port of destination in Indonesia, and as mentioned above, will only be performed based on a very selective basis (through determination of red or green channels). With regard to physical inspection, it shall be carried out in the following cases:

- There is intelligence information determined by computer
- Temporary admission goods
- Re-imported goods

To facilitate physical inspection, Customs Service office at Tanjung Priok Jakarta and Tanjung Perak Surabaya use the Hi Co Scan X-Ray Container. Customs officials can decide if physical inspection is needed or not by translating the Scanner image of such apparatus.

Imported goods may only be released from the Customs area after the Customs formalities have been fulfilled and the approval from the Customs official has been obtained.

In case a tariff misclassification or miscalculation on import declaration occurred, the goods can still be released through the shortage of import duties and taxes due on such import as a result of such mistakes is not paid yet. This is on the condition that such a shortage has to be paid within 30 (thirty) days from the date of the letter of payment shortage

declaration of import duties from the date of Reassessment Note issued on such an import declaration.

2.6. SWOT Analysis

SWOT analysis is an analysis that is done in order to know the internal condition of a company that reflected by its strength and weaknesses, also the external condition that reflected by the opportunity and threat. The basic assumption of the SWOT analysis is that an effective strategy is a strategy that maximizes the strength and opportunity also minimizes the weaknesses and threat the company.

SWOT analysis consists of four words that can be defined as:

- Strength

A company depend on their resources and skill also other advantages that is not owned by other company.

- Weaknesses

Sometimes a company has a limitation of inefficiency in its resources, skills and capabilities that influence its operations.

- Opportunity

Kotler said, marketing opportunity is an area of need in which a company can perform profitability (Kotler, 2000:93). Opportunity can be listed and classified according to their attractiveness and success profitability the existence of these opportunities of course it is a profitable situation for the company.

- Threat

An environmental threat is a challenge passed by an unfavorable trend or development that would lead in the absence of defensive marketing action to sales or profit deterioration (Kotler, 2000:95)

SWOT matrix

External variable	Internal variable	Strengths (S) Determine strengths of internal factors	Weaknesses (W) Determine Weaknesses of internal factors
Opportunities (O) Determine opportunities of external factors		SO Strategy Generate strategies that use strengths to take advantage of opportunity.	WO Strategy Generate strategies that take advantage of opportunity by overcoming weaknesses.
Threats (T) Determine threats of external factors		ST Strategy Generate strategies that use strengths to avoid threats.	WT Strategy Generate strategy that minimize weaknesses and avoid threats.

Figure 2.7 SWOT Matrix

(Source: Wheelen and Hunger, 2000:112)

The strength of a company used to protect the business from the competitive strength and introduce it to the market in order to build the mobility barrier. The weaknesses of a company are the attribute that makes the company open to the competitive power in the industry. Opportunity is the situation that can be used by the company to protect and keep the

competitive position in the industry. The threat attribute results a declining the competitive position of the company in the industry.

The SWOT analysis is one way to find out the competitive position in the industry against the closest competitor. Through the SWOT analysis can be set the best strategy applied to compete with the competitor's strategy. A company, which is, applies a strategy that set with more concern to its strength may be able to succeed in the industry, and the contrary.

2.7. Market Attractiveness/Business-Position Matrix

The first steps in developing a matrix are to identify the most relevant variables for evaluating alternative market segments and the firm's competitive position regarding them, and to weight each variable in importance. The Market Attractiveness/Business-Position Matrix suggest conducting a forecast of future changes in market attractiveness or competitive position in addition to, but separately from, an assessment of the current situation. This reflects the fact that a decision to target a particular segment is a strategic choice that the firm will have to live with for some time into the future.

Market Attractiveness/Business-Position Analysis

		Competitive Position		
		Strong	Medium	Weak
		Protect Position	Invest to Build	Build Selectively
Market Attractiveness	HIGH	* Invest to grow at maximum digestible rate	* Challenge for leadership	* Specialize around limited strengths
		* Concentrate effort on maintaining strength	* Build selectively on strength	* Seek ways to overcome weaknesses
			* Reinforce vulnerable areas	* Withdraw if indications of sustainable growth are lacking
	MEDIUM	Build Selectively	Selectively/Manage for Earnings	Limited Expansion or Harvest
		* Invest heavily in most attractive segments	* Protect existing program	* Look for ways to expand without high risk; otherwise, minimize investment and rationalize investment
		* Build up ability to counter competition	* Concentrates investment in segments where profitability is good and risk is relatively low	
		* Emphasize profit ability by rising productivity		
	LOW	Protect and Refocus	Manage for Earnings	Divest
		* Manage for current earnings	* Protect position in most profitable segment	* Sell at time that will maximize cash value
		* Concentrate on attractive strength	* Upgrade product line	* Cut fixed cost and avoid investment meanwhile
		* Defend strength	* Minimize investment	

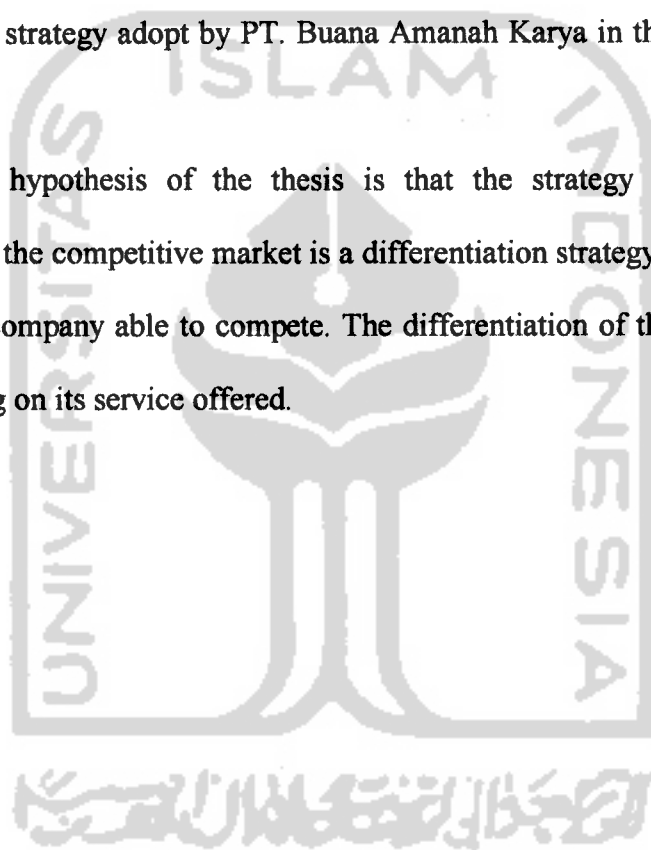
Figure 2.8 Perspective Strategies for Business in Different Cells

(Source: Subash, 1997:253)

2.8. Hypothesis Formulation

A strategy will determine company's position in the market. A big and growth company should be able to win the competition by maintaining the customer's loyalty. It should also build a service image by making the customer believe that the service is a special service. This thesis emphasizes on the existing strategy adopted by PT. Buana Amanah Karya in the competitive business.

The hypothesis of the thesis is that the strategy adopted by the company in the competitive market is a differentiation strategy. It is one that makes the company able to compete. The differentiation of the company is emphasizing on its service offered.



CHAPTER III

COMPANY PROFILE

3.1. Company History

The company was established on October 22nd, 1986. And January 29th, 2003 the company officially renamed PT. Buana Amanah Karya. The founders have a good track record of experience in Banking and Financing field for many years. All of which have been utilized as valuable assets and milestone in developing the company line businesses. PT. Buana Amanah Karya was established as a sea freight cargo handling company both Full and Less Container Load cargoes.

PT. Buana Amanah Karya succeeded in setting up and maintaining a good cooperation with the Indonesia's Port Authority as their company partner in establishing, developing and assisting Container Yards under controlled of the Indonesia's Customs Department, the first priority area to stocking import containers after the main container yard (Container Terminal) in case of Yard Occupancy Ratio in the main terminal was in the highest ratio/overloaded.

Supported by over 20 (Twenty) personnels divided in to management and operational field with the most experienced, trained and dedicated personnel to execute projects and provide great satisfaction of the clients, they have been operating their own Container Depots and Warehouse of 14,200 square meters inside and outside Tanjung Priok Port. The company's main office was across of Tanjung Priok Port building as the controlling tower of all the operation activities.

The company also has one division involving any inland transportation to all destinations in Indonesia. The division operates their own Trailer trucks and Box trucks to carrying consignment or cargo delivery to the customers.

More than 2,500 Twenty footer Equivalent Units (TEUs) of containers per month have been handled with average turn over of cargo storage in 3 (Three) days since received in the container depot.

3.2. Vision and Mission

Vision of PT. BUANA AMANAH KARYA is to be Worldwide Logistic Company. With their company's philosophy "Be Professionalism and Intelligence services to create great satisfaction of customers", the company are dedicated and committed that they should maintain their existence and become one of the key players in business society, providing the best quality service and ultimate satisfaction to the customers.

The company future plan will remain to participate in present and future business with more complexity in both challenges in various aspects. They will continue offering their professionalism to fulfill customer needs.

3.3. Company Performance

a. Location

PT. Buana Amanah Karya is located on Jl. Padamarang Pos 3 Lapangan 101X Tanjung Priok Port – Jakarta Utara. The choice of location is based on some considerations below:

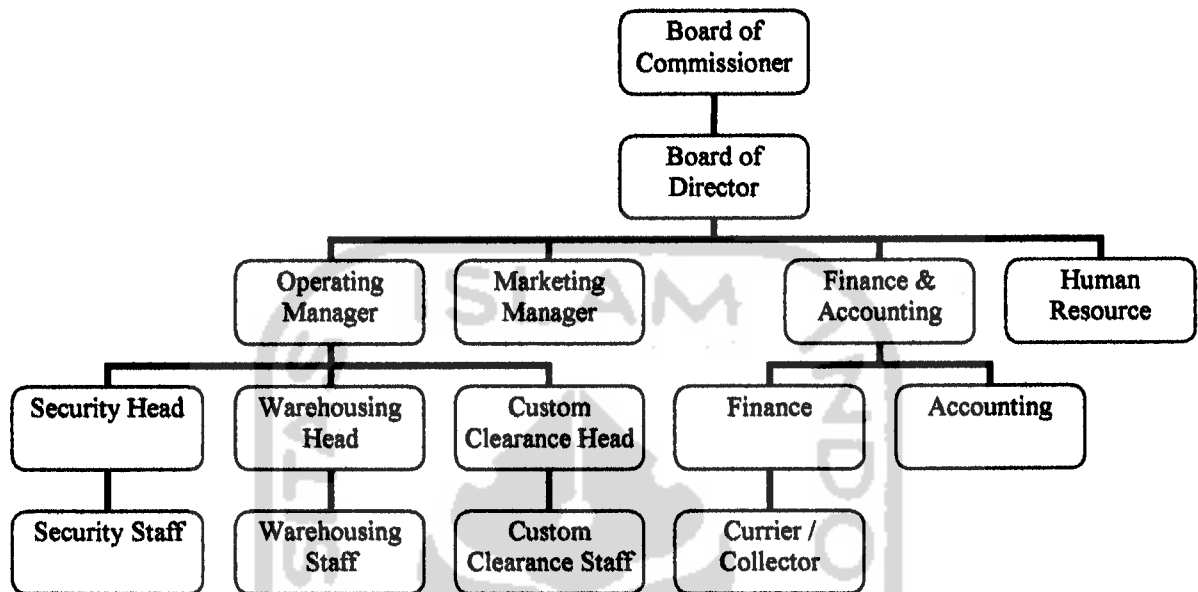
1. Inside the Tanjung Priok Port, so it is very efficient to dealing with custom office, seaport authority, shipment, and other seaport related services.
2. The availability of transportation which can distribute the services successfully.
3. The availability of trained and educated employee which can fulfill the needs of employee of PT. Buana Amanah Karya.
4. The security condition of the seaport area.

b. *Facilities*

PT. Buana Amanah Karya provides some facilities for the customers in order to get better performance of the services. Such as:

1. Container depot that opens 24 hours a day, 7 days a week.
2. Inland transportation, with 14 Unit Trucking 20' and 4 Unit Trucking 40'
3. Stavedoring, with 1 Unit Crane 60 ton capacity, Forklift 2,5 – 7 ton capacity.

3.4. Organization Structure



Source: PT. Buana Amanah Karya

Figure 3.1. Organization Structure

The present organization structure of PT. Buana Amanah Karya appears in Figure 3.1. Some duties and responsibilities of the organization member are described below:

1. Commissioner
 - a. To propose to the Board of Director in all aspects in order to achieve maximum profit of the company.
 - b. To control the whole activity of the company periodically (monthly meeting with the Board of Director).

2. Director

The jobs of Director in PT. Buana Amanah Karya are:

- a. Leading, coordinating, controlling and being responsible to the all department activities of the company.
- b. Formulating plan of work and determining the policy of the company to keep the efficiency of the company's operation.
- c. Building a good relation with all of customers and employees until the company reaches the family and priceless relationship.

3. Operating Manager

The jobs of Operating Manager in PT. Buana Amanah Karya are:

- a. To follow up the order received from the customers (custom clearance, warehousing and trucking)
- b. To check the completeness of the export / import documents received from the customers and coordinate custom clearance job done by the staff.
- c. To work out of the container position at certain space in order to get maximum load in the warehouse.
- d. To coordinate the container trucking from / to the Sea Port.
- e. To coordinate internal security guards in the warehouse to avoid any problem on fire or any loss in the warehouse.

4. Marketing Manager

The jobs of Marketing Manager in PT. Buana Amanah Karya are:

- a. Handling the company's marketing strategy.
- b. Managing and coordinating the subordinates in doing their job.

- c. Maintaining promotion activity to find potential customers relationship.
- d. Building direct relation with the societies and keeping good image of the company.
- e. Making a working prospect report.

5. Finance and Accounting Manager

The jobs of Finance and Accounting Manager in PT. Buana Amanah Karya are:

- a. Managing and coordinating the subordinates in doing their job.
- b. Managing the entire things related to the financial (cash) flows & expenditure in the company.
- c. Determining and distributing wages to the employees.
- d. Collecting debt from the customer.
- e. Making financial and accounting report periodically.

6. Human Resources Manager

The jobs of Human Resources Manager in PT. Buana Amanah Karya are:

- a. Managing and coordinating the subordinates in doing their job.
- b. Responsible to all of the employees, from accepting new employees, making the employees work regulation, and handling all the employees problem and/or difficulties.

7. Security

The jobs of Security in PT. Buana Amanah Karya are:

- a. Being responsible to secure and keep the company's environment in the safe condition.
- b. Helping the operating manager to work out of the container position at certain space in order to get maximum load in the warehouse.
- c. Maintaining and making a guess record of the company.

8. Warehousing

The jobs of Warehousing in PT. Buana Amanah Karya are:

- a. Make a container load / unload record of the warehouse.
- b. Maintain container position in the warehouse.

9. Custom Clearance

The jobs of Custom Clearance in PT. Buana Amanah Karya are:

- a. Doing custom clearance to the Port Authority supported by import document (Bill of Lading, Invoice & Packing List) and deposits the Import Tax to the Bank.
- b. Working together with the customers for preparing the Export Documents to the Shipping Lines (Invoice, Packing List and other certificate) before loading to the vessel.

10. Currier / Collector

The jobs of Currier / Collector in PT. Buana Amanah Karya are:

- a. To submit the billing documents to the customers.
- b. To collect the payment in cash or bank cheque from the customers.

CHAPTER IV

RESEARCH METHOD

4.1. Research Methods

The research method employed in this study is the qualitative analysis.

The research will assess the performance of company's position and strategy used in the market by using internal and external variable data.

4.2. Research Object

The objects being investigated in this study were the existing strategy used by PT. BUANA AMANAH KARYA to reach its success. From this objects, the researcher took the growth of the company's data as the sample of the research

4.3. Research Setting

The research was conducted at PT. BUANA AMANAH KARYA, Jl. Padamarang Pos 3 Lapangan 101 X Tanjung Priok Port – Jakarta Utara (Inside Port). The survey and the interview were done in August up to September 2004.

4.4. Research Instrument

1. Interview

Interview was conducted with the management of PT. Buana Amanah Karya. This interview was conducted in order to acquire data for this research.

2. Observation

Observation was conducted by looking at the activities of servicing process.

3. Library and Documentation

It is the method of collecting data through company's document.

4.5. Data

4.5.1. Type of Data

There are two kinds of data that the researcher needs to do the research, they are:

1. Primary Data

Primary data consist of data which describe PT. BUANA AMANAH KARYA, involving their product, services, marketing activities, operational activities and human resources activities.

2. Secondary Data

Secondary data consist of data that support the primary data obtained from annual report of the company and information published on the website media, magazine, journals, and newspaper.

4.5.2. The Data Needed

The main data of this research were the Marketing Mix and the cost of Promotional Mix.

1) Marketing Mix

Marketing mix is the set of controllable, tactical marketing tools that the firm blends to produce the response it wants in the target market. Marketing mix consists of 4P's (Product, Price, Place, Promotion).

2) Promotional Mix

Promotional Mix is the best strategic combination that contains advertising, sales promotion, public relation and publicity, personal selling and direct marketing that is used to achieve the goal of marketing program.

4.5.3. Data Collection Method

Methods that were used in this research are:

1. Interview

Interviewing is information and data collection through direct face interchange on meeting with party holding information needed by the writer, such as information about market share, sales volume, and the profit earning of the company.

2. Observation

An observation had been done in the research area and systematically gathered and supported the data.

3. Questionnaire

The questionnaire had been given to the personnel of the company, such as the upper level of marketing manager, personnel manager and director of PT. BUANA AMANAH KARYA.

4. Bibliography

a. Literature Study

Understanding and studying books and journals related to the problem discussed.

b. Document Study

A study using notes or reports from the past performance study.

4.6. Data Analysis Technique

Internal analysis covers some company's management functions that consist of corporate structure, corporate culture and corporate resources. Marketing aspects which are included in the corporate resources are going to be studied deeply with marketing mix analysis. And for external condition which has influenced to the company's performance, is divided into two factors: macro environment and micro environment. Macro environment consists of demographic, economic, political/legal, socio-cultural and technological environment. Micro environment consists of customers, suppliers, competitors, new entrants, and relative power of stakeholders.

Analytical tools used SWOT analysis that consists of SWOT matrix and Internal – External Matrix resulted from Internal Strategic Factors Analysis Summary (IFAS) and External Strategic Factors Analysis Summary (EFAS).

1. Internal Strategic Factors Analysis Summary (IFAS).

Determining IFAS:

- a. List Strengths and Weaknesses (5-10 each) in the 1st column.
- b. Weight each factor from 1.0 (Most Important) to 0.0 (Not Important) in the 2nd column based on the probable impact of that factor on a particular strategic position of the company.
The total weight must sum to 1.00.
- c. Rate each factor from 4 (outstanding) to 1 (poor) into 3rd column, based on management's current response to that particular factor. Each rating is a judgment regarding how well the company management is currently dealing with each internal factor.
- d. Multiply each factor's weight (2nd column) times its rating (3rd column) to obtain each factor's weighted score in 4th column.
- e. Add the weighted scores to obtain the total weighted score for the company in 4th column. This tells how well the company is responding to the strategic factors in its internal environment.
- f. From the analysis, it can be drawn a comparison between strength and weaknesses. If the strength is greater than

weaknesses, it means that the company has a strategic advantage compared to the same industrial group.

Internal Strategic Factors	Weight	Rating				Weighted Score
		4 (Out standing)	3 (above average)	2 (below average)	1 (Poor)	
Strengths: A. B.						
Weaknesses: A. B.						
Total						

Table 4.1. Internal Strategic Factors Analysis Summary (IFAS)

(Source: Wheelen and Hunger, 2000:136)

2. External Strategic Factors Analysis Summary (EFAS).

Determining EFAS:

- a. List Opportunities and Threats (5-10 each) in the 1st column.
- b. Weight each factor from 1.0 (Most Important) to 0.0 (Not Important) in the 2nd column based on the probable impact of that factor on a particular strategic position of the company.

The total weight must sum to 1.00.

- c. Rate each factor from 4 (outstanding) to 1 (poor) into 3rd column, based on management's current response to that particular factor. Each rating is a judgment regarding how well the company management is currently dealing with each external factor.

- d. Multiply each factor's weight (2nd column) times its rating (3rd column) to obtain each factor's weighted score in 4th column.
- e. Add the weighted scores to obtain the total weighted score for the company in 4th column. This tells how the company is responding to the strategic factors in its external environment.
- f. From the analysis, it can be drawn a comparison between opportunities and threats. If the opportunity is greater than threat, it means that the company has greater opportunity than threat that might arise from external environment.

External Strategic Factors	Weight	Rating				Weighted Score
		4 (Out standing)	3 (above average)	2 (below average)	1 (Poor)	
Opportunities: A. B.						
Treats: A. B.						
Total						

Table 4.2. External Strategic Factors Analysis Summary (EFAS)

(Source: Wheelen and Hunger, 2000:109)

4.7. Market Attractiveness Business Position Analysis

There are many steps that should be done to identify the competitive strategy in order to make the directed evaluation. These steps are:

1. Identify and evaluate the internal variables
2. Identify and evaluate the external variables
3. Determine the business position

In spite of those steps, still there is an important step, i.e. identifying the key success factor as a competitive strategy and comparing with the competitors.

After identifying the key success factor, there are many steps that should be passed, i.e:

- a. Prioritize which of the key success factor for the company.
- b. Determine the weight of key success factor on the total of 1,00, then give rating to each variable by using four scale measurement. In this measurement, the rate of 1,00 is a major weakness, 2,00 is a weakness, 3,00 is strength, and 4,00 is the major strength.
- c. The next step is multiplying the key success factor which has been weighted with the rates.
- d. Sum the result of multiplication, so it will get a result which is called as an average value.
- e. Take a conclusion about the competitive advantage of the company and its weaknesses.

The Market Attractiveness/Business-Position Matrix suggest to conduct a forecast of future changes in market attractiveness or competitive position in addition to, but separately from, an assessment of the current situation. This reflects the fact that a decision to target a

particular segment is a strategic choice that the firm will have to live with for some time in the future.

		Market Attractiveness		
		High 4.0	Medium 3.0	Low 2.0
Business Position: It's Ability To Compete	High 3.0	I Invest/grow	II Invest/grow	III Selective Investment
	Medium 2.0	IV Invest/grow	V Selective Investment	VI Harvest/ Divest
	Low 1.0	VII Selective Investment	VIII Harvest/ Divest	IX Harvest/ Divest

Figure 4.1. Market Attractiveness/Business Position Analyses

(Source: Aaker, 1997)

Note:

Invest/grow : Represent the organization's best long-run opportunities for growth and profitability.

Selective Investment: Divisions positioned have a high relative market share position but compete in low-growth industry.

Harvest/Divest : Divisions of the organization have a low relative market share position and compete in slow or no market industry. Because of their weak internal and external position, these businesses often are liquidated, divested, or trimmed down through retrenchment.

4.8. SWOT Analysis

The tools used to arrange the company's strategic factor that is SWOT analysis. This analysis can describe clearly the external

opportunity and threat faced by the company as well as strength and weaknesses owned. By using SWOT analysis, it can be determined the company's strategies factor in terms of SWOT matrix.

The indicators entered to the SWOT matrix are an indicator which has a high weight and rate on the internal and external variables. It is because those indicators are important for the company in understanding the current and future strategy.

After SWOT matrix has been arranged, the next step is determining the alternative strategic which is arranged based on the result of strategic factor analysis whether internal or external factor. Thus, the strategic factor that has been determined can be implemented wisely as what has been determined by the company. A company can see what is the best strategy used in facing the competitors and in order to increase the target market, and also to anticipate the threat faced by the company.

Steps in determining SWOT matrix:

- a. Make a list of opportunities as the company's external factors.
- b. Make a list of threats as the company's external factors.
- c. Make a list of strengths as the company's internal factors.
- d. Make a list of weaknesses as the company's internal factors.

CHAPTER V

DATA ANALYSIS AND FINDINGS

5.1. Research Findings

The marketing strategy of PT. Buana Amanah Karya was observed based on two kinds of analysis, marketing mix analysis for internal analysis and industrial structure analysis for external analysis.

5.1.1. Internal Analysis

Internal analysis of the company includes several management functions of the company which consist of corporate culture, and corporate resources. Marketing aspect including in the company resources will be studied deeply in marketing mix analysis.

From these internal variables, it can be separated between strengths and weaknesses owned by the company. So, it can be known about how big the opportunity is owned by the company from the strength owned and it can be also known that the company's weaknesses should be improved.

After understanding the existing internal variables, then the company's management gives judgment toward the internal variables, it will determine the rates by four scale measurement.

a. Corporate Structure

PT. Buana Amanah Karya has a functional organization structure, it means that the company authority comes from the top level

management (Board of Director) to the lower level management such as, middle level manager, supervisor, and employee.

There are four managers reporting to Board of Director: Operating Manager, Marketing Manager, Finance & Account Manager and Human Resource Manager. The entire number of employee is 24 employees that consist of managers and staffs.

b. Corporate Resources

Company resources which were analyzed in PT. Buana Amanah Karya are Human Resources, Information System and Marketing. The educational level of employee in PT. Buana Amanah Karya is Bachelor Degree for managerial position and high school graduate for operational and staff position.

The advance of science and technology, especially information technology, has been used by PT. Buana Amanah Karya. Besides using mail, telephone, facsimile now the company implements EDI (Electronic Data Interchange) to support the company's operational, so the import/export activities will be faster and efficient.

Marketing field of PT. Buana Amanah Karya was analyzed by using marketing mix analysis below:

1. Price Strategy

a) Custom Clearance

There is no maximal / minimal tariff specified by the government. Tariff determination is pursuant to market price, but

generally tariff imposed to consumer is much the same too.

Usually consumers do not care about the price, but rather to work performance (who are fast in doing their job usually will get a lot of customers / clients).

b) Warehousing

The general price specified by Jakarta Container Terminal and Koja Container Terminal tariff for container handling is based on PT (Persero) Pelabuhan Indonesia II's decree: HK.56/2/25/PI.II-2002 and HK.56/2/26/PI.II-2002, which is applicable from October 1st, 2002.

Other references of the main tariff container handling are such as:

1. Loading/Unloading service

- a. Over 40' is counted 125% from the basic tariff of 40' container.
- b. Empty container is counted 90% from the basic tariff of full container.

2. Storage Service

a. Full Import Container

1st Period:

- First day up to third day is free time.
- Fourth day up to tenth day is counted 200% from the basic tariff.

2nd period:

- Eleventh day up to the next is counted 300% from the basic tariff.

Table 5.1. Tariff for container handling

No	Description	Tariff (in Rupiah)	
		20"	40"
1	Container storage tariff		
	a. Empty	3,700.00	7,400.00
	b. Full	7,400.00	14,800.00
	c. OH/OW/OL	13,000.00	26,000.00
	d. Reefer	13,000.00	26,000.00
	e. Chassis (with cargo)	5,500.00	11,000.00
	f. Chassis (without cargo)	5,500.00	11,000.00
	g. Uncontainerized Cargo	13,000.00	26,000.00
2	Extra Movement		
	a. Without supporting device	55,000.00	82,500.00
	b. With supporting device (sling)	110,000.00	165,000.00
3	Lift On/Lift Off		
	a. Full	31,000.00	46,550.00
	b. Empty	15,500.00	23,250.00
	c. OH/OW/OL	100,000.00	150,000.00
	d. Lift On/Lift Off	100,000.00	150,000.00
4	Loading Cancellation		
	a. Full	82,000.00	123,000.00
	b. Empty	41,000.00	61,500.00
	c. Container still outside the terminal	6,000.00	6,000.00
5	Reefer Container		
	a. Reefer Service	80,500.00	120,500.00
	b. Monitoring	24,000.00	36,000.00

Source: PT. Buana Amanah Karya

b. Full Export Container

- First day up to fifth day is counted 1 (one) day.
- Sixth day up to tenth day is counted 200% from the basic tariff.

c. Empty container for export / import by referring on decree of Pelindo II:

HK.56/2/25/PI.II-2002 in effect of October 1st, 2002.

d. Chassis (with cargo) is charged an additional cost subject to the type of container, i.e.: Full/empty/container (OH/OW/OL).

2. Product Strategy

Product strategy of PT. Buana Amanah Karya is marginally divided into two major targets, there are Importer and Exporter.

Customer type:

a) Importer

- Raw Material
 - ✓ Pulp imported by PT. Indah Kiat Pulp and Paper.
 - ✓ Chemical imported by Textile Factories.
- Semi Finished Product
 - ✓ Spare Part / Chip Electronics for Electronic factory.
 - ✓ Motorcycle spare part for assemble in Indonesia from China.
- Finished Product
 - ✓ CBU (Completely Build Up) car, i.e.: Mercedes, BMW, Chrysler, Toyota (certain model), Fire Fighter truck, Heavy Equipment (Forklift, Crawler, Mobile Crane), Generating set, etc.

✓ Canned Food, i.e.: Canned Fruits.

b) Exporter (Custom Clearance service only)

- Raw material: Sawn timber, rubber, iron sand, etc.
- Semi Finished Product: Steel sheet, spare part, etc.
- Finished Product: Writing book, wooden furniture, handicraft, textile & garments, photo copy paper, etc.

In order to long range effort, the company tries to get the agency from International Shipping Lines (such as APL (American President Lines), Evergreen Lines, Maersk Seal Land), so that it is guaranteed to get continuous work.

3. Distribution Strategy

The company has planned to open a branch in Bandung, because Bandung has a lot of Textile & Garments Companies doing export. With the existence of branch office in Bandung, the company will be more efficient in order to build a solid relation with consumers.

4. Promotion Strategy

Promotion has been done by:

- a) Giving a letter of introduction of company with cheap expense, that is usually sent via facsimile.
- b) Allotting brochures at exhibition event which are followed by many exporters, such as PPE (Pameran Produk Ekspor), International Furniture Exhibition, etc.
- c) Customer Visit Program to the potential consumer.

Promotion activity like this has an effect on direct, because it is able to directly contact with customers. The promotion expenses are budgeted not more than 5% from the gross profit.

5.1.2. Internal Strategic Factors Analysis Summary (IFAS)

Table 5.2. IFAS of PT. Buana Amanah Karya

Internal Strategic Factors		Weight	Proportioned Weight	Rating	Proportioned Weight X Rating
Strengths					
1	High quality of product	4	0.114286	4	0.45714286
2	Good relationship with supplier and customer	4	0.114286	3	0.34285714
3	Physical condition of facilities	3	0.085714	3	0.25714286
4	Organizational effectiveness	3	0.085714	3	0.25714286
5	Service quality, performance and service accuracy	4	0.114286	3	0.34285714
6	Long term view of the market development and resources	2	0.057143	3	0.17142857
7	Human Resource development	3	0.085714	3	0.25714286
Weaknesses					
1	Managerial ability and experience	3	0.085714	2	0.17142857
2	Lack of professional	3	0.085714	2	0.17142857
3	Lack of promotion	2	0.057143	2	0.11428571
4	Understanding competitor abilities	3	0.085714	2	0.17142857
5	Recognizing and exploiting global market	1	0.028571	2	0.05714286
		35	1		2.77142857

Source: PT. Buana Amanah Karya

Importance:

- 1 = the variable is unimportant to the company
- 2 = the variable is less important to the company
- 3 = the variable is important to the company
- 4 = the variable is very important to the company

Rating:

- 1 = the company has poor capability
- 2 = the company has below average capability
- 3 = the company has above average capability
- 4 = the company has outstanding capability

a. Strengths**1. High Quality of Product**

PT. Buana Amanah Karya has provided complete facilities for container services (such as: Container Depot, Inland Transportation, Stavedoring, etc.) in order to get the best performance. The company believes that this variable has great importance to the company; the high quality of service becomes the strength of competitiveness (weight of importance = 0.1142) and its rating is outstanding (rating = 4) than its closest competitor.

2. Good Relationship with Supplier and Customer

PT. Buana Amanah Karya is located inside the Tanjung Priok port, where the supporting facilities are highly available (custom clearance office, seaport authority, shipment, and other seaport related services). These make the management decide that the relationship between company with supplier and customer becomes great importance (weight of importance = 0.1142) and its rating is above average (rating = 3) among its competitors. PT. Buana Amanah Karya needs to keep a good relationship with supplier and customer in order to get price benefits and loyal customers.

3. Physical Condition of Facilities

PT. Buana Amanah Karya is supported by over 20 (twenty) personnel divided in to management and operational fields with the most experienced, trained and dedicated personnel to execute projects and provide great satisfaction of the clients. They have been operating their own Container Depots and Warehouse of 14,200 square meters inside and outside Tanjung Priok Port. The company also has one division involving any inland transportation to all destinations in Indonesia.

This condition makes the management think that the physical condition owned by the company becomes the strength of competition (weight of importance = 0.0857) and its rating is above average (rating = 3) among its competitors.

4. Organizational Effectiveness

The company had a good coordination from the top until the bottom level of management because a simple organization structure has made the management capable of making decisions quickly. According to the management, this is one of the important variables of the company (weight of importance = 0.0857) and its rating is above average among the competitor (rating = 3).

5. Service Quality, Performance and Service Accuracy

With service quality, performance and service accuracy, the customer will increase or decrease their loyalty, because service is an activity which has some elements of intangible associates with it.

The management of PT. Buana Amanah Karya gives great importance to this variable (weight of importance = 0.1143) and its rating is above average (rating = 3).

6. Long Term View of the Market Development and Resources

To increase the service capacity because of the increasing demand and size of the market, PT. Buana Amanah Karya has tried to improve their quality, performance and service accuracy by hiring new professionals and consultant in order to fulfill the increasing demand. According to the management, this is one of the important variables to company (weight of importance = 0.0571) and its rating is above average among the competitors (rating = 3).

7. Human Resource Development

HRD in PT. Buana Amanah Karya is done by continuous training for employees and learn from experience. It is important to the company to have a high quality HRD to perform higher quality of service. According to the management, this is one of the important variables to the company (weight of importance =

0.0857) and its rating is above average among the competitors (rating = 3).

b. Weaknesses

1. Managerial Ability and Experience

Even though the company was established since 1986, but in 2000 the company had a management change, and recruited new employees. Quick decision and action capabilities are poor, and it will decrease the performance of the company. This condition makes the management think the managerial ability and experience becomes one of important variable to the company (weight of importance = 0.0857), but its rating is below average among the competitors (rating = 2).

2. Lack of Professional

The company faces some difficulties to support its operation because of the limited professionals. And according to the management, this variable is one of the important things to the company (weight of importance = 0.0857), but its rating is below average among the competitors (rating = 2)

3. Lack of Promotion

Promotion activity done by PT. Buana Amanah Karya is only through customer visit program and brochures, because the management thought that promotion was not the essential things in their business. They believed that promotion will not have any

big impacts on sales. According to the management, this variable is one of the important things to the company (weight of importance = 0.0571), but its rating is below average among the competitors (rating = 2).

4. Understanding Competitor Abilities

Company is not aware of the competitor capabilities because only a few companies that provide the same quality of service. Even though according to the company this variable is important but it is difficult to monitor the competitor continuously to indicate company's performance (weight of importance = 0.0857). But the company's rating is still below its competitors (rating = 2).

5. Recognizing and Exploiting Global Market

PT. Buana Amanah Karya tries to get the agencies from International Shipping Lines to expand their International market. This variable is important to the company in order to get continuous work. The management think that even though this variable is important to the company (weight of importance = 0.0285), the company's rating is still below its competitor (rating = 2)

5.1.3. External Analysis

External environment of the company which can give influence to the company performance is divided into macro and micro environment. Macro environment includes demography, economy, politic / law, socio-cultural and technology. And micro environment includes customer, supplier, competitor, and distribution channel.

A seaport service is service that has main orientation in the service quality and performance. The main reason the customer buy the product is how fast the company can solve the problem related to seaport services. Considering that most of seaport services industries depend on traffic of the seaport, the companies have big opportunities to develop the service and the market size together with the increasing of export/import traffic in the recent year.

From the company's external variable, it can be seen which one the opportunity and threat is to the company. The range and measurement of rates and weight used in appraising this external variable are just the same with the weight and rate used in the internal variable.

5.1.4. External Strategic Factors Analysis Summary (EFAS)

Table 5.3. EFAS of PT. Buana Amanah Karya

	External Strategic Factors	Weight	Proportioned Weight	Rating	Proportioned Weight X Rating
Opportunities					
1	Export / Import trend increase	4	0.16	4	0.64
2	Market growth	3	0.12	4	0.48
3	Governmental policy support	2	0.08	3	0.24
4	High profit	3	0.12	3	0.36
5	Information technology use	2	0.08	3	0.24
Threats					
1	Response from the competitors	3	0.12	2	0.24
2	Global political and economic condition	1	0.04	2	0.08
3	New competitor likely to enter	1	0.04	2	0.08
4	Economy stagnancy	2	0.08	2	0.16
5	Regulation change	2	0.08	2	0.16
6	Fluctuation of foreign change	2	0.08	2	0.16
		25	1		2.84

Source: PT. Buana Amanah Karya

Importance:

- 1 = the variable is unimportant to the company
- 2 = the variable is less important to the company
- 3 = the variable is important to the company
- 4 = the variable is very important to the company

Rating:

- 1 = the variable is not fit for the company
- 2 = the variable is below fit for the company
- 3 = the variable is above fit for the company
- 4 = the variable is very fit for the company

a. Opportunities

1. Export / Import Trend Increase

The increasing of export / import traffic motivates the company to expand the overseas market by trying to get the agency from International Shipping Lines (such as APL (American

President Lines), Evergreen Lines, Maersk Seal Land), so that it is guaranteed to get continuous work. According to the management, this variable is very important to the company (weight of importance = 0.16) and gives higher opportunities to the company because its rating is very fit for the company (rating = 4).

2. Market Growth

The companies have big opportunities to develop the service and the market size together with the increasing of export/import traffic in the recent year. According to the management, this variable is one of an important variables for the company (weight of importance = 0.12) and gives higher opportunities to the company because its rating is very fit for the company (rating = 4).

3. Governmental Policy Support

The governmental policies affect the seaport service activities, including custom clearance, taxes, and other bureaucracy. According to the management, this variable is less important to the company (weight of importance = 0.08), but gives higher opportunities to the company because its rating is above fit for the company (rating = 3).

4. High Profit

The company realizes that maintaining the relationship with the seaport authority, supplier and customers becomes a very

important value to the company. With a good relationship with seaport authority, the company can improve the performance in course of bureaucracy and the loyal customer will lead the company higher profit. According to the management, this variable is one of an important variable for the company (weight of importance = 0.12) and gives higher opportunities to the company because its rating is above fit for the company (rating = 3).

5. Information Technology Use

The development of information technology is an opportunity for company to improve the company's performance. The use of EDI (Electronic Data Interchange) increase document and data interchange for use in seaport bureaucracy. According to the management, this variable is less important for the company (weight of importance = 0.08) but gives higher opportunities to the company because its rating is above fit for the company (rating = 3).

Table 5.4. Port Container Traffic, 1990 - 2001

Selected economy or area/port					Percentage change per annum		
	1989/90	1994/94	1999/2000	2000/01	1990-1995	1995-2000	2000-2001
Australia	1,636,983	2,279,502	3,496,751	3,553,109	6.8	8.9	1.6
- Melbourne	622,938	852,282	1,273,577	1,276,476	6.5	8.4	0.2
- Sydney	477,395	669,005	1,016,401	990,654	7.0	8.7	-2.5
Bangladesh	112,977	191,062	456,007	486,289	11.1	19.0	6.6
Brunel Darussalam	28,797	71,050	61,034	60,280	19.8	-3.0	-1.2
China	1,203,861	4,682,262	19,373,737	22,469,335	31.2	32.8	16.0
- Qingdao	135,419	600,000	2,120,000	2,640,000	34.7	28.7	24.5
- Shanghai	456,123	1,527,000	5,613,000	6,340,000	27.3	29.7	13.0
- Shenzhen	33,000	284,000	3,993,714	5,076,435	53.8	69.7	27.1
- Tianjin	286,000	702,051	1,708,423	2,010,000	19.7	19.5	17.7
Fiji	25,423	44,077	n.a.	n.a.	11.6	2.6	0.0
French Polynesia	32,451	41,299	62,288	60,330	4.9	8.6	-3.1
Hong Kong, China	5,100,637	12,549,746	18,100,000	17,900,000	19.7	7.6	-1.1
India	686,833	1,360,308	2,195,218	2,320,781	14.6	10.0	5.7
- Mumbai/JN Port	309,898	731,063	1,319,426	1,511,209	18.7	12.5	14.5
Indonesia	923,663	2,048,130	3,797,948	3,901,762	17.3	13.1	2.7
- Tanjung Priok	643,963	1,300,126	2,476,152	2,222,496	15.1	13.8	-10.2
Iran (Islamic Republic of)	0	181,607	437,341	618,223	n.a.	19.2	41.4
Japan	7,955,705	10,604,124	13,295,701	13,030,726	5.9	46.0	-2.0
- Kobe	2,595,940	1,463,515	2,265,991	2,010,343	-10.8	9.1	-11.3
- Nagoya	897,781	1,477,359	1,911,919	1,872,272	10.5	5.3	-2.1
- Osaka	483,036	1,159,051	1,474,201	1,502,989	19.1	4.9	2.0
- Tokyo	1,555,038	2,177,407	2,899,452	2,535,841	7.0	5.9	-12.5
- Yokohama	1,647,891	2,756,811	2,317,489	2,303,780	10.8	-3.4	-0.6
Malaysia	888,157	2,075,470	4,642,428	6,224,833	18.5	17.5	34.1
- Port Klang	496,526	1,133,811	3,206,753	3,759,512	18.0	23.1	17.2
- Tanjung Pelepas			418,218	2,049,000	n.a.	n.a.	389.9
New Caledonia	27,799	40,568	n.a.	n.a.	7.9	n.a.	n.a.
New Zealand	471,052	793,288	1,122,412	1,116,669	11.0	7.2	-0.5
Pakistan	390,391	550,650	774,943	870,000	7.1	7.1	12.3
Papua New Guinea	90,361	114,916	154,982	131,586	4.9	6.2	-15.1
Philippines	1,408,034	1,891,639	3,042,892	3,090,952	6.1	10.0	1.6
- Manila	1,038,905	1,668,031	2,291,704	2,296,151	9.9	6.6	0.2
Republic of Korea	2,468,000	4,918,000	9,030,174	9,277,576	14.8	12.9	2.7
- Busan	2,348,475	4,502,596	7,540,387	8,072,814	13.9	10.9	7.1
Singapore	5,223,500	11,845,600	17,096,036	15,520,000	17.8	7.6	-9.2
Sri Lanka	583,811	1,028,746	1,732,855	1,726,605	12.0	11.0	-0.4
Taiwan Province of China	5,490,913	7,848,695	10,510,762	10,425,733	7.4	6.0	-0.8
- Kaohsiung	3,494,631	5,232,000	7,425,832	7,540,524	8.4	7.3	1.5
- Keelung	1,828,144	2,169,893	1,954,573	1,815,854	3.5	-2.1	-7.1
- Taichung	128,138	446,802	1,130,357	1,069,355	28.4	20.4	-5.4
Thailand	1,078,290	1,961,916	3,178,779	3,381,619	12.7	10.1	6.4
- Bangkok	1,018,290	1,432,843	1,073,517	1,069,180	7.1	-5.6	-0.4
- Laem Chanbang	60,000	529,073	2,105,262	2,312,439	54.6	31.8	9.8
Turkey	352,432	738,379	1,073,759	1,009,187	15.9	7.8	-6.0
Viet Nam	n.a.	n.a.	976,546	1,086,340	n.a.	n.a.	11.2
ESCAP regional total	36,180,070	68,020,294	114,790,555	118,293,712	13.5	11	3.1
World total	85,596,903	137,238,569	235,900,000	245,800,000	9.9	11.4	4.2

Source: Containerisation International Yearbook; published data on ports. 2000 and 2001 world totals from Drewry Shipping Consultants, Global Container Terminals: Profits, Performance and Prospects (Drewry: London, 2002).

b. Threats**1. Response from the Competitor**

Although only few companies who play in the same market, the company should not misjudge the competitors. The closest competitor will try to steal the potential market, if the company does not serve the customer with good quality and performance of service, then the potential market might be taken by the competitors. According to the management, this variable is one of the important variable to the company (weight of importance = 0.12) and it becomes a threat to the company because its rating is below fit for the company (rating = 2).

2. Global Political and Economic Condition

The bad political condition and monetary crisis in Indonesia made fluctuation of foreign exchange, especially US dollar, which makes business people unwilling to run their business, moreover the global economic and political issues that have occurred in recent years. Company will get difficulties to get customers because the decrease of export / import condition. According to the management, this variable is unimportant to the company (weight of importance = 0.04) and becomes a small threat to the company because its rating is below fit for the company (rating = 2).

3. New Competitor likely to Enter

The company should prepare for the new competitor and always monitor the competitor to maintain the leading position. The company may need to revise the existing strategy or build new strategic planning to overcome the threat from its competitors. According to the management, this variable is unimportant to the company (weight of importance = 0.04) but it becomes a small threat to the company because its rating is below fit for the company (rating = 2).

4. Economy Stagnancy

High inflation and economic stagnancy are things that are very difficult for the company to control. The condition that does not support the economic recovery will make the company hard to run the business and get difficulties to expanding their market. According to the management, this variable is less important to the company (weight of importance = 0.08) and it becomes a small threat to the company because its rating is below fit for the company (rating = 2).

5. Regulation Change

Government regulation change gives small threat to the company, this variable is less important to the company. The regulation changes do not directly affect the activities of the company. According to the management, this variable is less

important to the company (weight of importance = 0.08) and it becomes a small threat to the company because its rating is below fit for the company (rating = 2).

6. Fluctuation of Foreign Change

The implication of foreign exchange fluctuation will have indirect effect to the company (the fluctuation of foreign change can affect the level of export/import traffic). According to the management, this variable is less important to the company (weight of importance = 0.08) and it becomes a small threat to the company because its rating is below fit for the company (rating = 2).

5.1.5. Internal – External Matrix Result

By using market attractiveness business position matrix, it can be founded the company's business position. By identifying the internal factors that become the strengths and weaknesses as well as external factors as opportunities and threats, then those factors are compared. The external opportunities and threat are systematically compared with internal strength and weaknesses. The objective is the identification of one of four patterns in the match between a firm's internal and external situation.

From Strength, Weaknesses, Opportunities and Threat (SWOT) analysis, it is found that the total score for internal analysis is 2.771, which consists of score for company strength (2.085) and score for the

weaknesses (0.685). From the internal analysis result we found that company strength exceeds the weaknesses by +1.40. On the other side the total score for external analysis is 2.84, which consists of score for company opportunity (1.96) and the threat (0.88). From the external analysis result we found that Threat exceeds the Opportunities by -1.08. Then, the result is plotted in the following SWOT Analysis. In this analysis it has been known that from the business strength view, the company's growth is good. The one that company should do is to maintain this position.

After understanding the company's business position, then it will continue to the strategic implication which is located on the same cell. Thus, it will be known how effective is the current strategy used in order to get this position. From the calculation of external and internal factor evaluation matrix, the business position of PT. Buana Amanah Karya in year 2004 will be shown on this figure below.

Market Attractiveness/Business-Position Analysis

		TOTAL SCORE OF INTERNAL STRATEGY		
		Strong 4.0	Average 3.0	Weak 2.0
TOTAL SCORE OF EXTERNAL STRATEGY	Strong 3.0	I Growth	II Growth	III Retrenchment
	Average 2.0	IV Stability	★ V <u>Growth</u> Stability	VI Retrenchment
	Weak 1.0	VII Growth	VIII Growth	IX Retrenchment

Figure 5.1. Internal – External Matrix

(Source: Wheelen and Hunger, 2000:151)

- I = Concentration via Vertical Integration
- II = Concentration via Horizontal Integration
- III = Turnaround
- IV = Pause or Proceed with Caution
- V = Concentration via Horizontal Integration or Stability (No change or Profit Strategy)
- VI = Captive Company or Selling Out
- VII = Concentric Diversification
- VIII = Conglomerate Diversification
- IX = Bankruptcy or Liquidation

5.1.6. Strategic Implication

Internal – External matrix above indicates that company is in **Quadrant V**. It means that growth through concentration in the company's current industry can be achieved into other geographic location and/or by increasing

the range of service offered to the current market. Although the corporation is in a moderately attractive industry where it was to remain, its competitive position is only average.

A firm in this position may attempt to solidify and strengthen its presence in its current industry by working to shore its weaknesses. In these cells the company's objectives are more defensive in nature to avoid current of future loss in sales and profit. In this quadrant, company can acquire market share, service facilities, distribution outlets, or externally through acquisition or joint ventures with other companies in the same service industry.

5.1.7. Conclusion

Based on the analysis of market attractiveness – business position matrix shows that PT. Buana Amanah Karya business position is in the growth cell. And in general, the company can be said as a moderate attractive industry in terms of seaport services business. It occurs because the company is encouraged by better external factors than its internal factors.

5.2. SWOT Analysis

The tools used to arrange the company's strategic factor is SWOT Analysis. This analysis can describe clearly the external opportunity and threat faced by the company as well as strength and weaknesses owned. By using SWOT Analysis, it can be determined the company's strategies factor in kinds of SWOT Matrix. The indicator entered to the SWOT matrix is an indicator which has a high weight and rate on the internal and external variables. It is

because those indicators are important for the company in understanding the current and future strategy.

Internal Variable External Variable	Internal Strengths (S) <ol style="list-style-type: none"> 1. High quality of product 2. Good relationship with supplier and customer 3. Physical condition of facilities 4. Organizational effectiveness 5. Service quality, performance and service accuracy 6. Long term view of the market development and resources 7. Human Resource development 	Internal Weaknesses (W) <ol style="list-style-type: none"> 1. Managerial ability and experiences 2. Lack of professional 3. Lack of promotion 4. Understanding competitor abilities 5. Recognizing and exploiting global market
External Opportunity (O) <ol style="list-style-type: none"> 1. Export / Import trend increase 2. Market growth 3. Governmental policy support 4. High profit 5. Information technology use 	S ~ O Strategy <ul style="list-style-type: none"> ➤ (S: 1,2,5,7 ~ O: 1,2) Increase sales with high quality of service, high performance and service accuracy. ➤ (S: 2 ~ O: 4) Maintain the customer satisfaction to get continuous job. ➤ (S: 3 ~ O: 2) Improve facilities in order to get optimal capacity of service. 	W ~ O Strategy <ul style="list-style-type: none"> ➤ (W: 3 ~ O: 2,3) Increase promotion activity both for exporter and importer. ➤ (W: 1,2 ~ O: 1) Preparing professional employee and increase managerial ability and experience to accept the increasing of export / import trend.
External Threat (T) <ol style="list-style-type: none"> 1. Response from the competitors 2. Global political and economic condition 3. New competitor likely to enter 4. Regulation change 5. Fluctuation of foreign exchange 	S ~ T Strategy <ul style="list-style-type: none"> ➤ (S: 1,4,5 ~ T: 1,2,3,5) Anticipating the tight competition with quality and managerial improvement especially in marketing strategy 	W ~ T Strategy <ul style="list-style-type: none"> ➤ (W: 1,2 ~ T: 4,5) Create a better performance and efficiency to faced unpredictable future.

Figure 5.2. SWOT Matrix of PT. Buana Amanah Karya

After SWOT Matrix has been arranged, the next step is determining the alternative strategic which is arranged based on the result of strategic factor analysis whether internal or external factor. Thus, the strategic factor that has been determined can be implemented wisely as what has purposed by the company. A company can see what is the best strategy used in facing the competitors and in order to increase the target market, and also to anticipate the threat faced by the company. The explanation of Internal and External Matrix above results SO, WO, ST and WT that is provided in the SWOT Matrix above.

5.2.1. Strategy Determination

Based on the SWOT Matrix above, it can be arranged four main strategies, they are S ~ O strategy, W ~ O strategy, S ~ T strategy, and W ~ T strategy. Each strategy has its own characteristic. And based on the analysis, it can be arranged many strategic alternatives for PT. Buana Amanah Karya, they are:

a. S ~ O strategy

In deciding the S ~ O strategy, a management should be able to create a strategy that makes use of company's strength to take the opportunity. PT. Buana Amanah Karya exploits the strength of high quality of product, good relationship with supplier and customer, service quality, performance, accuracy and Human Resource development to take the opportunity of Export / Import trend and market growth by growing sales with high quality of service, good

performance and high accuracy of service. The company also maintains the customer satisfaction to get continuous job and improve facilities in order to get optimal capacity of service.

b. W ~ O strategy

The management can choose differentiation strategy to be implemented in the W ~ O strategy. This strategy should be able to minimize the weaknesses to take the opportunity. The company should increase the promotion activity both for exporter and importer together with market growth and governmental policy support. Company also can prepare professional employee and increase managerial ability and experience to accept the increasing of export / import trend.

c. S ~ T strategy

The S ~ T strategy is strategy built by using strength owned by the company to defeat its threat. Company should anticipate the tight competition with quality and managerial improvement, especially in marketing strategy to defeat the threat on global economic and political condition and the response from its competitors. Even though only few competitors in the seaport services, but the tight competition in this business make the company consider that the customer satisfaction is the highest priority.

d. W ~ T strategy

The strategy created from this cell is the performance and efficiency strategy. In this cell, management should be able to minimize weaknesses in order to defeat the threat. By improving the performance and efficiency strategy, company can minimize its weaknesses of management ability and experience and lack of professional. Then, it can defeat its main threat of response from the competitors and global economic and economic condition. In order to get better performance and efficiency, the company management can solve the weaknesses first, improve the management ability, management experiences and also hire a professional employee. So, by this way hopefully the company's performance and efficiency will be more optimal.

5.2.2. Conclusion

PT. Buana Amanah Karya has higher strength and threat, while its weaknesses and opportunities are relatively low. It means that the company is able to overcome its weaknesses because they have more opportunities than its threats. The company must concern to the threats by optimizing the strength and find a new opportunity. In these cells the company's objectives are more defensive in nature to avoid current or future loss in sales and profit. In this quadrant, company can acquire market, facilities, distribution agencies, or specialized technology internally through research and development or externally through acquisition or joint ventures with other companies in the same industry.

CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

6.1. Conclusions

This chapter presents some conclusions from the discussion in the previous chapter. These conclusions are:

1. The current marketing strategies of PT. Buana Amanah Karya which have been analyzed with the marketing mix analysis are:
 - Pricing Strategy: there is no maximal/minimal tariff specified by the government. Tariff determination is pursuant to market price, but generally tariff that is imposed to customer is much the same too. Usually customers prefer work performance rather than price.
 - Product Strategy: product strategy of PT. Buana Amanah Karya is seaport services that conclude warehousing (container depot), custom clearance, freight forwarding, trucking, and other seaport service activities.
 - Distribution Strategy: PT. Buana Amanah Karya located inside the Tanjung Priok seaport, so it is very efficient to dealing with custom office, seaport authority, shipment, and other seaport related services.

The company also tries to get the agency from International Shipping Lines (such as APL (American President Lines),

Evergreen Lines, Maersk Seal Land), so that it is guaranteed to get continuous work.

- **Promotion Strategy:** Promotion activity is done by the company with direct promotion (allotting brochures at exhibition event, customer visit program, sending introduction letter of company, etc.) because these promotion methods have a direct effect to the customer.
2. Based on the analysis of market attractiveness – business position matrix shows that PT. Buana Amanah Karya business position is in the growth cell. And in general, the company can be said as a moderate attractive industry in terms of seaport services business.
 3. Based on SWOT analysis, it can be arranged alternate marketing strategies that can be proposed , there are:
 - **S ~ O strategy:**
 - Increase sales with high quality of service, high performance and service accuracy.
 - Maintain the customer satisfaction to get continuous work.
 - Improve facilities in order to get optimal capacity of service.
 - **W ~ O strategy**
 - Increase promotion activity both for exporter and importer.
 - Prepare professional employees and increase managerial ability and experience to prepare the increase of export / import trend.
 - **S ~ T strategy**

- Anticipate the tight competition with quality and managerial improvement especially in marketing strategy.
- W ~ T strategy
 - Create a better performance and efficiency to face unpredictable future.

6.2. RECOMMENDATIONS

From the results of the analysis above, the researcher will conduct some recommendations for the company, which might be used as the consideration in taking the strategy in the future.

1. Based on the Market Attractiveness – Business Position Matrix Analysis

- a. Company should implement growth strategy through concentration in the company's current industry that can be achieved into other geographic locations and/or by increasing the range of service offered to the current market. A firm in this position may attempt to solidify and strengthen its presence in its current industry by working to shore its weaknesses.
- b. The company should give more attention on the development of human resources. The continuous improvement of human resource is relatively important, because it is one of important factors to achieve the company strategic planning and organizational effectiveness. And it is the fundamental basis of maintaining the position.

2. Based on the SWOT Matrix Analysis

- a. From the SWOT matrix analysis, the company should give more attention on promotion. Promotion has known as the effective way for promotes what the company's offered to the customer. There are so many media that can be used to promote. And by earning more in promotion; the company will be able to run the strategies above. The other way of promotion, company can participate in a trade exhibition in order to introduce the product to the public, especially to expand the overseas market.
- b. Company should also give more attention on distribution channels because it is very important to maintain the product in the market position. Company should implement an effective distribution channel in some potential market. Beside that, company should be more concerned in time delivery service in order to keep the loyal customer of seaport services.

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Jakarta, 23 Desember 2004.

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Perihal : Surat Keterangan.

Dengan ini kami sampaikan bahwa mahasiswa dengan data diri sebagai berikut telah menyelesaikan penelitian thesis dengan judul " **The Analysis of The Marketing Strategy of PT. BUANA AMANAH KARYA (Warehousing, Freight Forwarding and Custom Clearance)** ". Penelitian tersebut dilaksanakan pada bulan September s/d Nopember 2004.

Adapun data diri mahasiswa tersebut adalah sebagai berikut :

N a m a : Mohammad Nizar.

Nomor Mahasiswa : 99 311 430.

Fakultas / Jurusan : Ekonomi / Manajemen.

Demikian surat keterangan ini dibuat dan atas perhatiannya kami mengucapkan terima kasih.

PT. BUANA AMANAH KARYA



**Ir. Cholidi Manan
Direktur Utama.**

Interview Questions

Pertanyaan Primer

1. Visi dan misi perusahaan
2. Strategi harga
 - Bagaimana cara perusahaan dalam menentukan harga produk?
 - Apakah ada hubungan atau pengaruh dari kebijakan pemerintah dalam menentukan harga produk? Bila ada, bagaimanakah mekanismenya?
 - Apakah konsumen dapat menerima harga yang ditetapkan oleh perusahaan?
3. Strategi Produk
 - Apakah perusahaan menggunakan agen untuk memasakan produk? Apabila tidak, bagaimana mekanismenya?
 - Apakah konsumen dapat menerima pelayanan dengan baik?
 - Bagaimana perusahaan membuat pelayanan yang baik untuk konsumen? Apakah ada kemungkinan untuk ditingkatkan?
 - Adakah usaha perusahaan untuk mengembangkan produk?
4. Strategi distribusi
 - Bagaimana sistim saluran distribusi yang digunakan oleh perusahaan?
 - Berapakah saluran distribusi yang digunakan oleh perusahaan?
 - Bagaimana perusahaan menentukan saluran distribusi?
5. Strategi Promosi
 - Kegiatan promosi apa saja yang telah dilakukan oleh perusahaan selama ini?
 - Apakah kegiatan promosi tersebut berpengaruh langsung terhadap penjualan produk?
 - Bagaimana perusahaan menentukan biaya promosi?

Profil Perusahaan

1. Sejarah perusahaan
2. Struktur organisasi
3. Jumlah Karyawan
4. Tingkat pendidikan karyawan

Yogyakarta,
Kepada Yth: Bapak Cholidi
President Director of
PT. BUANA AMANAH KARYA
Di tempat

Dengan hormat,

Berikut ini saya menyampaikan daftar pertanyaan yang akan digunakan untuk pengolahan data dalam penyusunan thesis yang berjudul: **“The analysis of the marketing Strategy of PT. BUANA AMANAH KARYA (Warehousing, Freight Forwarding and custom Clearence)”**.

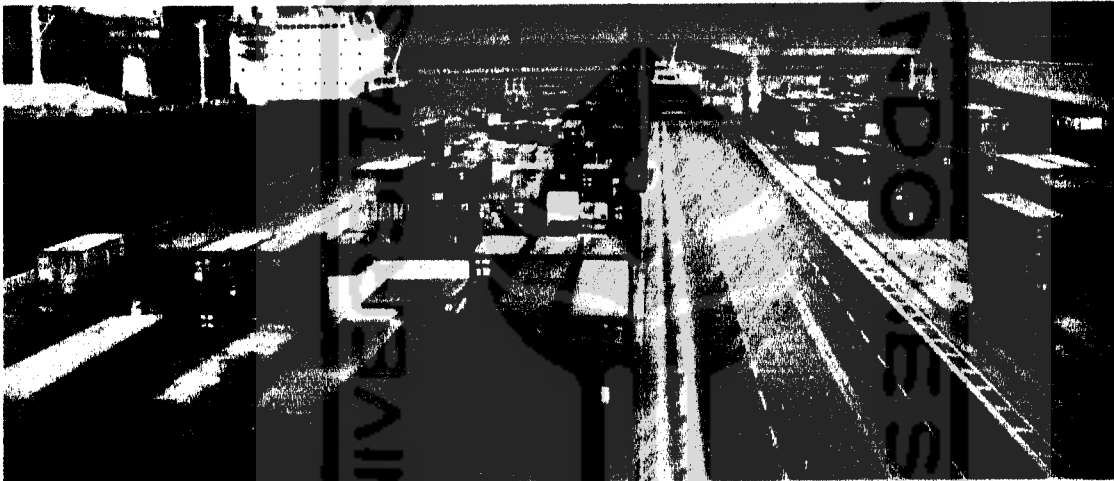
Atas kesediaan bapak dalam menjawab pertanyaan-pertanyaan berikut kami mengucapkan banyak terima kasih

Hormat saya,

Mohammad Nizar

**THE ANALYSIS OF THE MARKETING STRATEGY OF
PT. BUANA AMANAH KARYA
(WAREHOUSING, FREIGHT FORWARDING, AND
CUSTOM CLEARANCE)**

Questionnaire



Researcher:

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YOGYAKARTA
2004**

Questionnaire

Petunjuk pengisian:

- a) Penentuan bobot (importance) berdasarkan penting atau tidaknya masing-masing faktor bagi perusahaan.

Pemberian bobot (importance) didasarkan pada ketentuan sebagai berikut:

- Nilai 4 jika faktor tersebut **sangat penting** bagi perusahaan.
- Nilai 3 jika faktor tersebut **penting** bagi perusahaan.
- Nilai 2 jika faktor tersebut **kurang penting** bagi perusahaan.
- Nilai 1 jika faktor tersebut **tidak penting** bagi perusahaan.

- b) Pemberian nilai peringkat (rating) didasarkan pada faktor internal dan faktor eksternal perusahaan dibanding dengan pesaing utama atau rata-rata industri.

Pemberian nilai peringkat didasarkan pada ketentuan sebagai berikut:

- nilai 4, jika faktor tersebut **sangat baik** dibandingkan dengan perusahaan pesaing.
- nilai 3, jika faktor tersebut **baik** dibandingkan dengan perusahaan pesaing.
- nilai 2, jika faktor tersebut **kurang baik** dibandingkan dengan perusahaan pesaing.
- nilai 1, jika faktor tersebut **sangat kurang baik** dibandingkan dengan perusahaan pesaing.

Menurut bapak/ibu, bagaimana kondisi perusahaan bila dibandingkan dengan perusahaan pesaing utama atau rata-rata industri dalam hal faktor internal yaitu kekuatan dan kelemahan yang dimiliki perusahaan sebagai berikut

No	Variabel Internal	Importance (bobot)	Rating / Peringkat			
			4	3	2	1
1	Kualitas produk yang tinggi					
2	Hubungan baik dengan supplier dan agent					
3	Kondisi fisik fasilitas perusahaan					
4	Kemampuan dan pengalaman manajerial perusahaan					
5	Tenaga Pofesional					
6	Promosi Perusahaan					
7	Efektifitas organisasi perusahaan					
8	Mengetahui kemampuan pesaing					
9	Mengenal dan mengeksploitasi pasar global					
10	Kualitas pelayanan, kecepatan dan ketepatan pelayanan					
11	Pandangan kedepan mengenai perkembangan pasar					
12	Pengembangan SDM					

Menurut bapak/ibu, bagaimana kondisi perusahaan bila dibandingkan dengan perusahaan pesaing utama atau rata-rata industri dalam hal factor eksternal yaitu peluang dan ancaman yang dimiliki perusahaan sebagai berikut:

No	Opportunities (Peluang)	Importance (bobot)	Rating/ Peringkat			
			4	3	2	1
1	Tren ekspor / impor meningkat					
2	Pertumbuhan pasar					
3	Dukungan adanya kebijakan Pemerintah					
4	Laba tinggi					
5	Pemanfaatan teknologi informasi					

No	Threats (Ancaman)	Importance (bobot)	Rating/ Peringkat			
			4	3	2	1
1	Reaksi /tanggapan dari pesaing					
2	Kondisi politik dan politik dunia					
3	Kehadiran pesaing baru					
4	Stagnasi ekonomi					
5	Perubahan regulasi					
6	Fluktuasi mata uang asing					

