

**ANALYSIS OF MARKETING STRATEGY AND TACTICS TO CREATE VALUE  
FOR CUSTOMER IN PT. TAHARICA**



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**2020**

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In the name of Allah, I hereby certify that this research is based on my own work except for citations and summaries in which of those is explicit knowledge. If in the future, this statement is proved not right and violates the legal regulation of papers and intellectual property rights, I agree Universitas Islam Indonesia revoke my bachelor certificate.

Yogyakarta, September 2020



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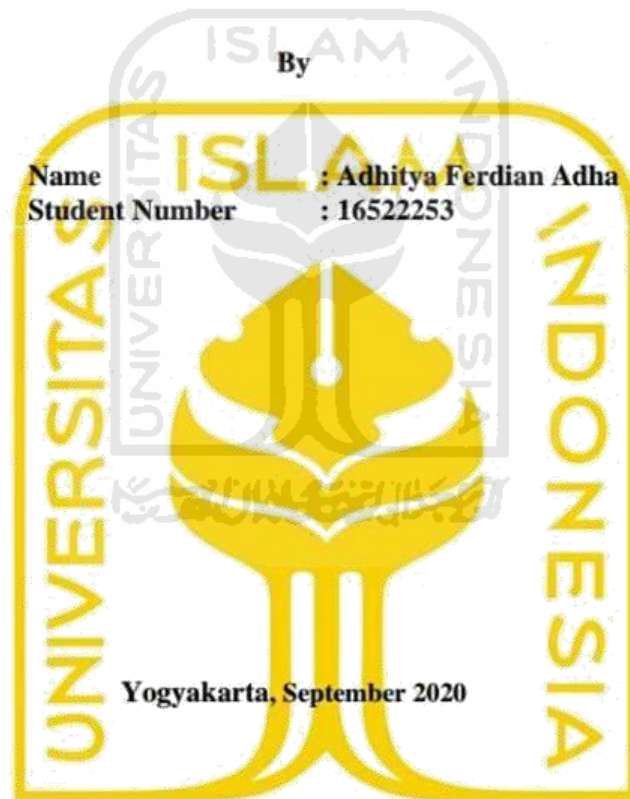
**THESIS APPROVAL OF SUPERVISOR**

**ANALYSIS OF MARKETING STRATEGY AND TACTICS TO CREATE VALUE  
FOR CUSTOMER IN PT. TAHARICA**

**THESIS**

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(Taufiq Immawan, Dr., S.T., M.M.)

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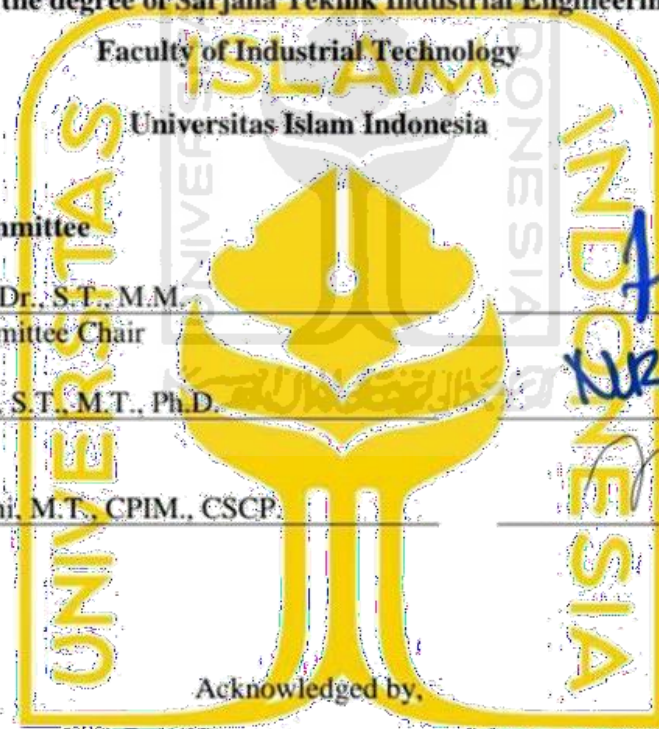
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## DEDICATION PAGE

This undergraduate thesis which spent my lot of effort is dedicated to my Family. Without my family, I am nothing. All my friends in International Program Industrial Engineering 2016, who accompany me since I didn't have any idea in university life.



## MOTTO

At Taubah 105:

وَقُلِ اَعْمَلُوا فَسَيَرَى اللّٰهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ اِلٰى عَالِمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

“Go work, then Allah and His Messenger and the believers will see your work and you will be returned to Allah and then told Him what you have done”



## PREFACE



*Assalamu'alaikum Warrahmatullahi Wabarakatuh,*

Alhamdu lillahi rabbil 'alamin, all praise to Allah SWT. Because without His blessing, I cannot finish my undergraduate thesis with title **ANALYSIS OF MARKETING STRATEGY AND TACTICS TO CREATE VALUE FOR CUSTOMER IN PT. TAHARICA**. Also, support and motivation have a role in finishing my thesis. This support and motivation from:

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## ABSTRACT

*PT. Taharica is a company focusing on industrial trading and engineering solution providers for more than 20 years. This company is one of the distributors of various industrial tools and services. Starting from instruments, testing machines, data loggers, x-rays, scales, laboratory instruments. PT. Taharica experienced a decline in sales in 2018-2019 after having increased in 2017-2018. Efforts can be made One of the ways to increase sales by increasing customer satisfaction. Marketing value can be used to increase customer satisfaction. This study aims to determine the appropriate value for PT. Taharica through value marketing. A marketing strategy consisting of segmenting, targeting, and positioning and marketing tactics, consisting of differentiation, marketing mix, and sales, is also required in determining marketing value. The results of this study indicate that there are several aspects of marketing tactics that need to be improved by PT. Taharica, differentiation, place, people, and process in marketing mix and selling. Marketing values that are proposed by researchers through service values are as follows: (1) prompt delivery, capability of human resources, so as to achieve fast and satisfying service, (3) fast order process without compromising on quality, (4) Get closer to the customer by providing fast and precise solutions.*

**Keywords:** Marketing Value, Marketing Tactics, Marketing Strategy

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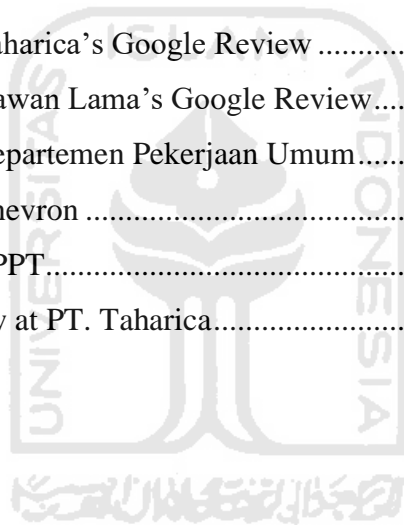
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## CHAPTER I

### INTRODUCTION

#### 1.1. Background

In the current business era, competition in the business world is getting tighter. This increasingly fierce competition requires business people to be able to maximize the performance of their companies in order to compete in the global market. Companies must strive to study and understand the needs and preferences of their customers. By understanding the needs, preferences and demands of customers, it will provide important input for the company to design a marketing strategy in order to create satisfaction for its customers.

Many companies are experiencing problems with decreasing sales volume, one of which is PT. Taharica, a company located in Duren Sawit, East Jakarta, is a company that focuses on industrial trading and engineering solution providers for more than 20 years. This company is one of the distributors of various industrial tools and services. Starting from instruments, testing machines, data loggers, x-rays, scales, laboratory instruments and many more. The following is the sales data of PT. Taharica in 2017 to 2019.



## Total PO HOBO Pertahun Tahun 2017 – Tahun 2019



Figure 1.1. Purchase Order of HOBO PT. Taharica 2017-2019.

It can be seen in the picture above that in 2017-2018 there was an increase in sales of 385 million rupiah, but in 2018-2019 there was a decrease in sales figures of 324 million rupiah. PT. Taharica certainly wants an increase in sales every year, but in fact sales have increased only in 2018 and decreased again in 2019. According to Hermina and Pauzi (2017) the higher the satisfaction of a product, the higher the product is sold. Therefore, customer satisfaction is one of the factors that can affect sales figures. By increasing customer satisfaction. Taharica can increase sales. According to Kartajaya (2001), to improve customer satisfaction, a company needs a set of values through brands, services, and processes or what is often called marketing value. Therefore, PT. Taharica needs marketing value to increase customer satisfaction in the hope of increasing sales. Therefore, the researcher will propose the marketing value that will be implemented by PT. Taharica. Researchers also involve a



marketing strategy in the form of segmenting, targeting, and positioning and marketing tactics that are needed in setting marketing values.

### **1.2. Problem Formulation**

Based on this background, a problem is formulated, what is the most appropriate marketing value for PT. Taharica based on STP on the company.

### **1.3. Research Objectives**

The following are the objectives of the research based on the formulation of the problems that have been obtained:

1. Determine segmenting, targeting, and positioning at PT. Taharica.
2. Determine marketing tactics consisting of differentiation, marketing mix, and selling.
3. Determine marketing values consisting of brand values, service values, and process values.

### **1.4. Limitation**

The following are the limitations of the problem in this study:

1. This research only focuses on PT. Taharica.
2. This research is qualitative.
3. This research does not calculate the cost and benefit.

### **1.5. Benefit**

The benefits obtained by PT. Taharica, it can provide value to customers by increasing the customer satisfaction which is expected to increase the selling of PT. Taharica in a later period.



## CHAPTER II

### LITERATURE REVIEW

This chapter will explained about literature review of this study. The literature study consists of primary research theory, as well as previous related research from journals, academic reports and seminars.

#### 2.1. Deductive Review

##### 2.1.1. Business Strategy

Some textbooks define business strategies such as high-level company plans to achieve specific business objectives. The strategy can be said to be successful when the strategy can bring the business to grow, have a string of financial performance, and strengthen its competitiveness. But if the strategy fails, the company must change its approach or prepare to go out of business. According to [business-case-analysis.com](http://business-case-analysis.com) business strategy is the business plan for the company to achieve its vision, prioritize targets, compete successfully and optimize financial performance with its business model.

This business strategy is carried out by the top management with an integrated framework, to find, analyze and take advantage of profitable opportunities, to find out the business risks that will occur, this strategy can also be used to maximize the use of existing resources to counter the weaknesses owned by the company itself.

## STRATEGY LEVELS

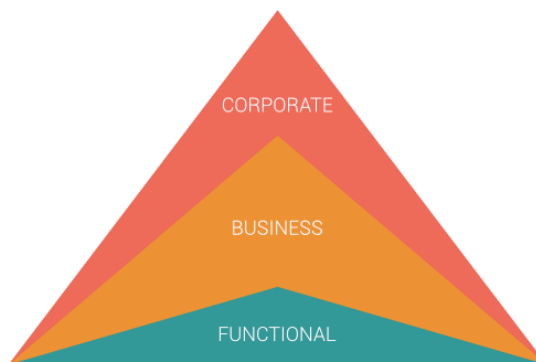


Figure 2. 1. Level of Business Strategy

### 1. Corporate Level Strategy

The corporate-level strategy is a long-term, action-oriented plan that is formulated directly by top management in an integrated process. This is used to ensure business growth and development, integration, acquisition, mergers, investment in new areas and others. In line with the company's vision, the corporate level strategy will outline whether the organization should compete in or withdraw from each of these business lines, and in which business unit, investments should be increased.

### 2. Business-Level Strategy

The business-level strategy is a strategy related to a particular business. Strategies at the business level are built for particular strategic business units and apply to a distinct product-market field. This includes the concept of a strategic business unit's competitive position. This strategy is usually developed by general managers, who change the vision and mission into a concrete strategy.

### 3. Functional Level Strategy

Functional level strategies are strategies that involve decision making at the operational level in accordance with their respective areas, such as production lines, marketing, finance, human resources and others. Functional level approaches include setting short term functional goals. Strategies at this level are developed by first-line managers or supervisors. The realization of practical strategies in the form of measurable goals would also contribute to the achievement of strategies at the business level.

#### **2.1.2. Marketing**

Marketing involves many parties in the company. Therefore, marketing is a work achievement in a business activity with the flow of goods or services from producers to consumers. Kotler (2008) defined marketing as a series of goals and objectives, policies and rules that are the direction of the company's marketing efforts in dealing with the environment and the situation of competitors that are always different. Marketing is a social managerial process in which individuals and groups get what they need and want by creating, offering and exchanging products of value with others. This concept which underlies the definition of marketing includes needs, wants and demands.

#### **2.1.3. Marketing Strategy**

According to Assauri (2013) marketing strategy is a set of goals and objectives, policies and rules that give direction to the company's marketing efforts from time to time, at each level, reference and allocation, especially as a response to the company in faces the environment and competitive conditions that are always changing. While the marketing strategy, according to Swasta (2008), is an overall system of business activities through planning, pricing, promoting, and distributing goods and services that satisfy and meet the needs of buyers. From the above opinion, it can be concluded that the marketing strategy provides direction in relation to market segmentation, identification of target markets, positioning and

marketing mix. The marketing mix consists of four elements, such as product, price, promotion, place.

a. Segmentation Targeting and Positioning (STP)

Hanlon (2016) mentioned that the Segmentation, Targeting, and Positioning (STP) is a common strategic approach in modern marketing. This is one of the marketing models seen frequently in practice. The STP model is useful when designing marketing communications strategies, as it helps marketers prioritize ideas and then create and deliver personalized and appropriate messages to engage with different audiences.

Market segmentation is the specific method of defining market segments and splitting a large client base into target subgroups consisting of current and prospective customers. Segmentation is a consumer-focused process that can be extended to almost every business form. Researchers usually look for mutual characteristics like common needs, common preferences, similar behaviors or even similar demographic profiles when separating or segmenting markets. So, market segmentation assumes that different segments require different marketing programs, as diverse customers are usually targeted through various offers, prices, promotions, distributions or some combination of marketing variables.

Once the market segmentation has been completed, the company should be aware of the needs and wants of its selected segments. It is in the interest of the business to identify any untapped needs in the marketplace, as there could be customers who may not be adequately served by competitors. It is then necessary to identify the most profitable segments and to decide which segments will be served. There are three market coverage alternatives which can be applied; undifferentiated marketing; differentiated marketing and concentrated marketing.

The final stage in target marketing is product positioning. Firms formalize “positioning statements” which specify the position they wish to occupy in their target customers’ minds, relative to other competitors’ products or services. Customers

continuously compare products or services. Therefore, marketers must build their positioning strategies to improve customers' (and prospects') perceptions of their products. Effective product positions have four important characteristics. Firstly, they are built around benefits for prospective customers. Secondly, they differentiate the specific firms' products or services from those of key competitors. Thirdly, the respective firms need to possess relevant skills, resources, and the credibility to deliver on their implied statements and promises. Finally, an effective position is defensible, which means that an aggressive competitor cannot act quickly to neutralize or preempt another positioning strategy.

#### **2.1.4. Marketing Tactic**

After having an exact positioning in the minds of the people, the company must differentiate itself from other similar companies. For this reason, differentiation is needed as a core tactic in terms of content (what is offer), context (how to offer it) and infrastructure (which includes employees, facilities, and technology). After determining the differentiation to be offered, the next step is to apply this differentiation creatively to the marketing mix (product, price, place, promotion, physical evidence, people, process). Therefore, marketing-mix is called a creation tactic. Although selling plays a role as a capture tactic that must also be considered because it is an essential element related to transaction activities and is directly capable of generating income.

To realize the competitive strategies that occur in the business world, a marketing tactic is needed. Marketing tactics are critical in a company. According to Sula (2004), there are three main tactics in supporting the strategy to seize market share from a category, which are:

##### **a. Differentiation**

In a differentiation strategy, a company trying to be unique in its industry in some specific dimensions that buyers generally value. The company selects several attributes it considers

important to buyers in the industry and positions itself uniquely to meet these needs. Because of this unique position, the company feels it is worth charging a premium price. This strategy focuses on building buyers' perceptions, including quality, image, and innovation. (Kotler et al., 1997)

Content (what to offer) is a differentiation dimension that refers to the value offered to customers. Context (how to offer) is a dimension that refers to the way the company offers products. This is related to the company's service to consumers. If the product is not possible to repair, then another step that the company can take is to improve services that can add positive value and enhance the quality of various things, such as delivery, maintenance, and product repair. And the last one is the infrastructure dimension, which refers to the human resources, facilities, and technology used to differentiate content and the previous context. A company can differentiate its products when or how it is offered. But the most effective thing is to integrate both of them so that the differentiation offered is vital, especially supported by a competent infrastructure. The combination of the three should be a strength for the company to continue its activities. (Sula, 2004)

#### b. Marketing Mix

Marketing mix means the techniques of product, distribution, promotion and pricing to generate and implement exchanges, and to reach the target markets. "Marketing mix-interrelated activities and approaches to meet customer needs and achieve marketing goals for the product, a whole (Sereikienė-Abromaitytė, 2013). "Marketing mix - a set of relevant factors and solutions that enable customers to meet the (national) needs and achieve the goals set by the company (Pruskus, 2015). According to Singh (2016), Marketing is a complex range of marketing combination variable approaches used in companies trying to sell their products and services. Meanwhile, according to Kotler (2008), The marketing mix is a series of managed tactical marketing strategies for goods, costs, locations and promotions that businesses use to deliver in the target market the answers they want. Elements in the marketing mix are the controllable tools that will reflect on the customer's satisfaction (Chelliah & Kwon, 2011). One marketing strategy that can be used as a comparison tool with competitors is a



marketing mix of services that includes 7Ps such as products, prices, place, promotions, participants, physical evidence, and processes (Lovelock, Wirtz, & Mussry, 2010).

These main marketing mix elements that work in isolation are supplemented by scientific literature and some authors with these additional elements: people, process, and physical evidence. In scientific literature, this addition to the complex is called "7P marketing complex. The planning of marketing activities can be used in all the marketing mix elements.

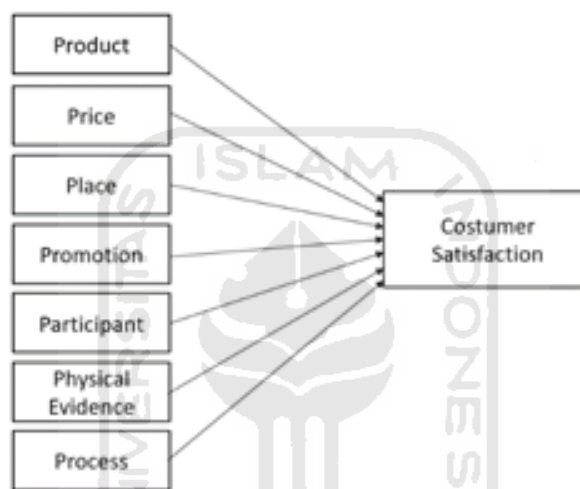


Figure 2. 2. Marketing Mix 7P

Source: Lovelock, Wirtz, & Mussry (2010), Kotler & Armstrong (2016)

## 1. Product

The product is an essential part of the element in the marketing mix because it contains the values of the company that will be sold to consumers. Dang (2015) emphasizes that the product is the first and one of the key marketing elements. Products sold by companies can take various forms, including physical goods, services, experiences, participants, locations, and ideas or ideas. Product is anything that can be offered to the market to satisfy wants/needs. (Kotler & Armstrong, 2016).

## 2. Price

According to Kotler and Armstrong (2009), the price is known as the amount of money to be paid for a product or service, or the value of the exchange help that customers get for a certain amount. "Thus, the direct expense of the transaction is the amount of money the consumer has to pay for the good or service expected to buy. Price is one of the essential marketing mix items, and many scientists consider the price as one of the market's most important factors, which not only increases profits but also increases market share. However, not only price one of the key factors in a competitive situation that directly affects the company's revenue and productivity metrics, but it is also one of the most versatile marketing mix components that can adapt quickly to changes in the environment. Therefore, it is the price is perceived as the only element of the marketing mix, generating revenue and the most critical customer satisfaction and loyalty factor. Singh (2016) highlights that a significant factor in determining prices is influenced by the cost of the product, marketing strategy and costs associated with the distribution, advertising costs or price changes in the nature of the market.

## 3. Place

According to Martin (2014), Another essential element of marketing is a place that is also called the distribution, which is defined as the process and methods by which products or services reach customers. Determination of location is significant in the company because it can affect the income earned and costs to be incurred. According to Sumarni and Soeprihanto (2010), location is defined as the channel used by producers to deliver the product from producers to consumers or industrial users. The distribution that helps customers and users to find and keep purchasing their products from manufacturers/providers at the time of need. Thus, the distribution may become a complex functioning system where producers, brokers and independent trade and the interests of consumers wholly compatible with each other in a particular environment and a certain time.

#### 4. Promotions

Promotion, which helps to increase consumer awareness in terms of their products, leads to higher sales and helps to build brand loyalty. Thus, the promotion of the marketing mix is a tool that helps disseminate information, encourage the purchase and affects the purchase decision process.

#### 5. Participants

Hurriyati (2010) stated that all employees' attitudes and actions, even the way of dressing and appearance have an influence on consumer perceptions or the success of service delivery. It can be said that participants in service companies play an important role because it can influence the perception of consumers. Participants are all people who play a role in providing services that can influence the perception of buyers, including company employees, consumers and others in the company environment.

#### 6. Physical Evidence

Physical evidence is physical evidence that can be felt by the human senses by sight, touch, and smell. This physical evidence covers office buildings and other supporting elements such as shops, stalls, and others. Building is an example of part of physical evidence, this characteristic can be an added value for consumers as a service company that has character. Attention to the interior, building fixtures, including lightning systems, and a spacious layout are important considerations and can affect the mood of visitors.

The building must be able to create an atmosphere with attention to ambience so as to provide the best experience for visitors, especially for a company with a target market with certain tastes.

## 7. Processes

The process of a service company has an important role because the process of service products will be seen by consumers. According to Hurriyati (2010), the process is all work activities that involve procedures, tasks, schedules, mechanisms, activities and routines of how products or services are distributed to consumers. According to Zeithaml & Bitner in Hurriyati (2010), the process is considered as all the actual procedures, mechanisms and activity streams used to deliver services

According to research conducted by Mohammad (2015) elements of products, processes, and physical evidence have a significant effect on consumer satisfaction, while price, location, promotion, and participants have insignificant effect. From research conducted by Ismail, Mubarak, and Thulkifly (2015) at the Bank of Ceylon in Batticaloa District, the results show that all elements of the marketing mix in the form of products, prices, locations, promotions, participants, physical evidence, and processes significantly influence customer satisfaction.

### c. Selling

The last element of the tactic is selling. Selling is a technique in persuading or convincing consumers over the products being sold, there are solutions or more benefits for them. The essence of communication in sales is to focus on the value contained in the product or service. There are three important things that need to be considered from the consumer side in this case, namely need, want, and the budget of consumers who will be the target market.

By realizing these three elements, the company can convince consumers that the company is not selling products or services to, but also selling solutions. By selling solutions, based on the products company has or the service run, the company will be able to gain consumer trust. They will not feel disadvantaged after buying the company's products, but they will see for companies because they have presented various solutions for them. Trust is the key to success in selling. They no longer see us as a stranger who offers a useless product,

but they know a company as partners who understand their needs and wants. Accompanied by an attitude of empathy that is always shown when making transactions (Kotler & Keller, 2010).

### 2.1.5. Supply Chain Operation Reference (SCOR)

Supply Chain Operation Reference (SCOR) model is developed by Supply Chain Council (SCC), to measure performance of the chain. It provides standard terminology which can be used for deciding, arranging and implementing supply chain processes (Delipinar & Kocaoglu, 2016). SCOR has several processes which represented in Figure 2.1 as follows:

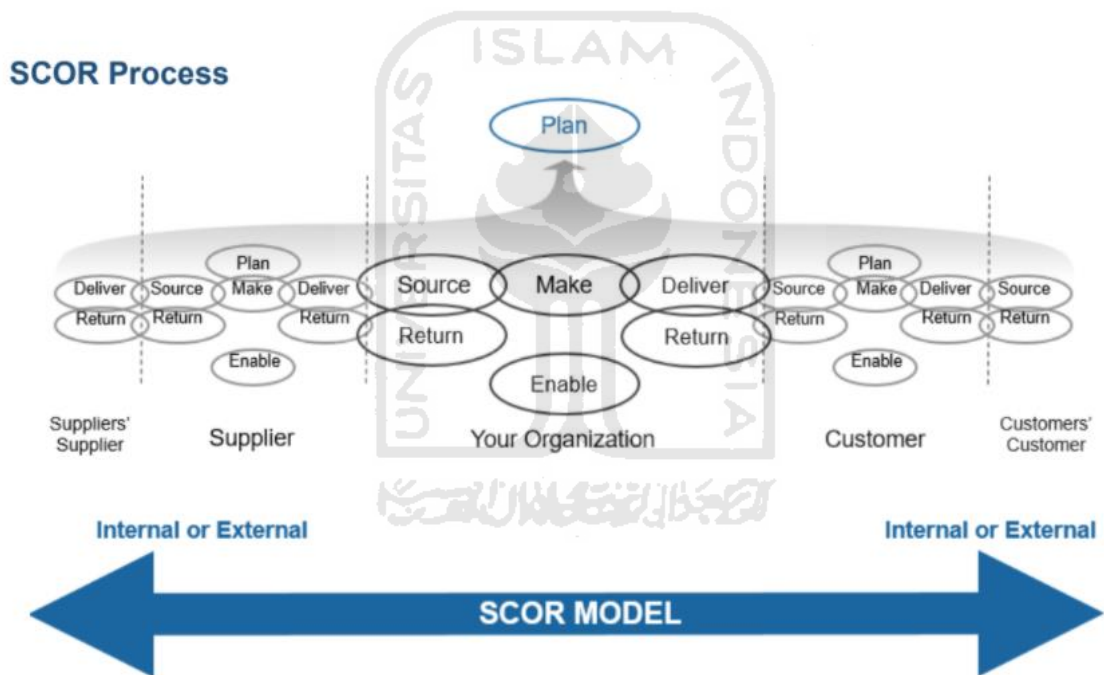


Figure 2. 3 SCOR Model

#### a. Plan

It is analyzing the information and forecasting market trends of goods and services. Marketing and finance departments apply planning process by monthly and yearly reports.

b. Source

It is a procurement system with procurement model. It includes search, negotiation and evaluation agents to amend supplier selection, negotiation, and evaluation.

c. Make

It is the manufacturing of goods not only in terms of time but also about production belt and batch.

d. Deliver

It is the processes, which provides finished goods and services to reach planned or actual demand.

e. Return

It is processes, returning the goods or receiving the product.

### **2.1.6. PERT (Program Evaluation and Review Technique)**

PERT is a project management tool used to schedule, organize and coordinate parts of work in a project (Rijaluddin & Ajie, 2020; Febrianto, 2011). PERT is an acronym for Program Evaluation and Review Technique, PERT technique is a method that aims to reduce delays and production interruptions as much as possible, as well as coordinate various parts of a job as a whole and accelerate project completion (Rijaluddin & Ajie, 2020; Upadi, 2011). There are components in PERT, such as:

a. Activity

A job / task where completion requires a certain period of time, cost, and facilities. This activity is given an arrow symbol.

b. Event

Marks the beginning and end of an activity. Events are given a symbol of a circle (nodes) and a number, where the number starts from a small number for the events that preceded it.

c. Activity time

Activity time is the activity to be carried out and how long it will take to complete. There are 3 estimated time spent in completing an activity:

1) Optimistic timing (a)

When the activities were carried out, there were no obstacles.

2) Realistic time (m)

Time of activities carried out in normal conditions with certain acceptable obstacles.

3) Pessimistic time (b)

When the activity was carried out there were more obstacles than it should have been.

d. Estimated Time of Activity Completion

The three estimates time are then used to get the expected activity time with the formula:

$$t = \frac{a + 4m + b}{6}$$

(Source: Aryo Andri Nugroho, 2007)

### 2.1.7. Marketing Values

Marketing value, according to Kartajaya (2001), is a set of values developed by companies through brands, services, and processes in the hope of increasing customer satisfaction. Companies that excel or will win the competition in economic globalization are companies that are able to implement marketing value through brands, services and processes in activities.

#### a. Brand Values

According to Sutojo (1983), a brand of a product contains recognizable meaning, meaning that it is easy to separate one that is similar to another through several ways, for example, in the form of words, colours, symbols, and visible logos. Meanwhile, according to Kartajaya (1995), an entity means something that has a distinctive and different extension.

From the point of view of consumer interest, in addition to having value, a brand is also useful as:

- a) Making the product easy to remember. There are many ways for this to happen, such as choosing a unique and distinct name or a name that makes a convincing impression. The key is easy to remember.
- b) Motivating people to buy: brand names are often the primary means of attracting consumers' attention.
- c) Creating a positive feeling/identification: a brand name that can make customers feel proud when buying it is a brand name that contributes greatly to customer loyalty. Many people feel that they belong to a certain class because they have goods or services with a certain brand (Nicolino, 2004).



On the other hand, for the benefit of entrepreneurs, brands have benefits as:

- a) A means of supporting promotional programs; a trusted brand is able to invite buyers to buy the product again. In other words, a product with a brand that has captured the hearts of buyers is able to promote itself (self-promotions).
- b) Maintain the market; the fame of brand names coupled with efforts to maintain or develop product quality will lead to buyer loyalty to the product brand.
- c) Reduce the effect of price competition. To a certain extent, the loyalty of buyers to the product brand will reduce the possibility of buyers switching to other products just because of the consideration of price differences
- d) Help the fluency of new products entering the market. If a company wants to add a new product type to its existing product combination, a trademark can help the new product enter the market smoothly. Target buyers who are familiar with the old product brand will quickly assume that the product is of as good quality as the old product. They will tend to assume the new product comes from a "family" of brands, which they are familiar with. This assumption will arise quicker if the use of the new product is closely related to the old product.
- e) Provide legal protection for the features or characteristics of the product.

#### b. Service Value

The rapid advancement of information technology has reconstructed old perspectives on the quality of a product. In the past, the quality, price and packaging of a product were powerful weapons to penetrate the market under conditions of intense competition. But today, these are not enough. The service element becomes a separate side that is still relatively effective as a weapon in controlling competition. Advances in technology, social development of society cannot replace this element of service. Even high technology is not able to work effectively in meeting the interests of consumers when it is not accompanied by excellent

service. This service element is the key to the success of a marketing program to meet consumer interests or satisfaction.

According to Sviokla, one of the factors that determine the level of success and quality of a company is the company's ability to provide services to customers. The company's ability to provide excellent service to consumers will create a high market share and increase the company's profitability (Lupiyoadi et al., 2009). Parasuraman et al. (1991), defines service quality is how far the difference between reality and customer expectations for the service they receive. Parasuraman identifies five dimensions of quality services, which are:

1. Tangibles, the appearance and ability of the company's physical facilities and infrastructure and the condition of the surrounding environment are clear evidence of the services provided by the company or service providers.
2. Reliability: The company's ability to provide services as promised accurately and reliably. Service performance must be in accordance with customer expectations, such as on-time, equal service to everyone and without errors, a sympathetic attitude and services served with high accuracy.
3. Responsiveness: The company's ability to provide services quickly and precisely to consumers by providing clear information. Consumers should not wait since it can provide negative perceptions of the quality of services offered by the company.
4. Assurance; The company's capabilities in such matters as; employee knowledge of the product appropriately, the quality of hospitality, attention and courtesy in providing services, skills in providing information, ability to provide security in utilizing the services offered and the ability to instill consumer confidence in the company.

5. Empathy: Individual attention given by the company to customers such as the ease of contacting the company, the company's ability to communicate with customers and the company's efforts to find out what customers want and needs.

c. Process Value

The process concerns the ability of employees to carry out processes/actions in accordance with what is expected or determined by the company as well as the ability to carry out designs to make the change process if needed, especially in dealing with competitors. Kartajaya and Davenport (2001) stated that there are three important processes that can be "dismantled" and have a major impact on customer satisfaction:

- a) Product development process
- b) Order fulfilment process
- c) The process of handling customer problems, especially those related to customer complaints.

So, the process is largely determined by the ability of employees to carry out the process of making changes in order to remain different from competitors.

## 2.2. Inductive Study

One that applies marketing strategy, STP, and marketing mix in sales activities is Priyanto and Maya Ariyanti (2018) with the title Analysis of Video Market Place (VMP) Marketing Strategy to Achieve Customer-Based Target of XYZ. The aim is to analyze the Video Market Place (VMP) strategy on Segmenting, Targeting and Positioning (STP) and E-Marketing Mix (7P) through VMP XYZ's internal usage and external factors. The first step is to identify the input stage divided by 2, namely the External Factor Evaluation (EFE) Matrix that is used as strengths and weaknesses to the external factors of the company that are perceived as opportunities and threats and the Internal Factor Evaluation (IFE) Matrix is used to assess

the internal factors of the firm. The next stage uses the SWOT Matrix, External-Internal Matrix, Grand Matrix, and SPACE Matrix to match the stage. For the final stage is the decision stage using the QSPM, QSPM is an analysis technique designed to determine the relative attractiveness of alternative actions and requires good intuitive judgment.

The study results obtained Marketing Strategy recommendations for VMP XYZ, Segment: Customers within and outside XYZ Areas / Regions, Target: Millennial cellular subscribers (age 17-34 years), Positioning: "VMP XYZ in one smartphone platform and biggest in Indonesia for various VMP applications." Products: film genre, hashtag feature for child restriction, video film quality, feature for downloading movies and independent apps. Price: fixed subscription fee and usage/cost quota, and cost update. Promotions: direct sales, advertising, personal sales, sales promotion, public relations. Place: Play store and apple shop, no segment/circle, youth/millennium / teenage environment and integrated with My XYZ app and links via SMS / website/pop up. People: customer service, and handling of complaints. Process: usage tutorial, easy registration, payment in different ways/media, social media sharing and buzzer, easy search process, notifications, feedback and maintenance. GUI: UIUX, menus, buttons, functions, trend/moment content, automatic notifications and pop-ups.

Next Doaa Salmana, Yasser Tawfik, Mohamed Samy and Andrés Artal-Tur (2017) conducted a study entitled A new marketing mix model to rescue the hospitality industry: Evidence after the Arab Spring from Egypt. The aim of the study is to examine how the Egyptian hospitality properties manage this dilemma through their marketing practices and to propose a marketing mix model that adds new depth layers to the traditional marketing mix model. A methodological framework was conceived to assist in the process of evaluating management practices related to marketing initiatives during times of crisis. The outcome of this study is that these elements are not being used effectively, and the interaction between them doesn't seem very clear. Proposed models would help to provide the Egyptian hospitality industry with a framework for maintaining its competitive positions during times of crisis and avoiding undesired labour force situations and declining company revenues.

In addition, according to Retno Astutia, Rizky Lutfian Ramadhan Silalahia and Galuh Dian Paramita Wijaya (2015) who wrote a study entitled *Marketing Strategy Based on Marketing Mix Influence on Purchasing Decisions of Malang Apples Consumers at Giant Olympic Garden Mall (MOG), Malang City, East Java Province, Indonesia*. The purpose of this research was to know the influences of 7P marketing mix variables, which consists of product, price, promotion, place, people, physical evidence and process on consumer purchase decision in determining the appropriate marketing strategy for Malang apples at Giant MOG. Multiple linear regression analysis was used to determine the marketing mix variable that most influences consumers at Giant MOG in purchasing decisions for Malang apples. The result that was obtained was Giant MOG's most influential marketing mix variable on the purchase decision of Malang apples consumers. To influence consumers' behaviour towards apples from Malang, Giant MOG should consider the demand factor in determining the price of apples from Malang. Odd pricing was Malang apple marketing's most appropriate strategy that influenced price-sensitive consumers in a psychological way.

One that applies marketing value is M.Yunus Amar dan Konde Pagau Alexander (n.d.) with the title *Analisis Penerapan Marketing Value Dan Pengaruhnya Terhadap Kepuasan Konsumen: Studi Kasus Pada Konsumen Motor Yamaha Di Makassar*. The aim is to identify the extent to which the implementation of marketing value by a Yamaha Motorcycle distributor company to its customers and how does it affect customer satisfaction in Makassar City. This study uses a survey method using a questionnaire as a data collection tool. The questionnaire was prepared using a Likers scale qualification. The sample data from the population using stratified sampling. The path analysis method is used to determine the influence of marketing value on the level of customer satisfaction. The results showed that (1), this company implemented the marketing value variable through brand, service, and process well; (2), the marketing value variable (them, services, and processes) has a significant effect on the level of customer satisfaction.

Next Nani Sugianti discusses marketing tactics under the title *Implementasi Taktik Pemasaran Berbasis Syari'ah (Studi : Industri Rumah Tangga Hijab Syar'I "Akhwat Collection") Di Sudiang-Makassar* on 2015. This research discusses the implementation of

syari'ah-based marketing tactics in the Hijab Syar'I "Akhwat Collection" household industry in Sudiang-Makassar. The interview and documentative methods were used to collect the data. The results showed that the syar'i "Akhwat Collection" hijab home industry pays close attention to the quality of good products and services to consumers as the main business capital in carrying out marketing tactics so that it still exists amid today's business competition. Product quality is implemented in a neat and strong stitch result. Meanwhile, good service is reflected in the good attitude and behaviour of the "Akhwat Collection" towards consumers and employees. However, it cannot be denied that sometimes there is negligence in the distribution of goods. It is hoped that "Akhwat Collection" in the future will be even more professional and can maintain the company's image as a business that prioritizes service quality for customer satisfaction and expands the marketing area so that it is increasingly known throughout Indonesia.

In inductive studies, it can be seen that several studies focus on STP, marketing tactic, and values. However, in previous studies, each study only focused on one area. Researchers see an opportunity to get better results than previous studies if these three things are integrated. So, from that, researchers integrated STP, marketing tactic, and values.

## CHAPTER III

### RESEARCH METHODOLOGY

#### 3.1 Research Subject

This research was conducted by PT. Taharica, this company is engaged in the field of general trading and supplier. Products include testing instrumentation, industrial-scale and automation, located in Duren Sawit, East Jakarta. From several staff, the researcher chose three sources as data sources from PT. Taharica and ten sources from the customer of PT. Taharica. The selection of these three sources was due to their position related to the research object to be discussed related to marketing.

#### 3.2 Research Object

The objective of this research is the marketing value to increase sales and win the competition. But first, the researcher should identify segmenting, positioning, targeting (STP) or called a marketing strategy. Those STP will be used for marketing value. In order to obtain marketing value, marketing tactics are required as the bridge of STP and marketing value. In this study, the authors used a qualitative type of research with a descriptive, theoretical approach.

### 3.3 Types of Data

The data type is divided into two based on the source. The data source is the place or person where the data is collected. Data sources for this study are:

- a. Primary data are data obtained from original sources by researchers. In this case, the process of data collection must be carried out by paying attention to who the main source will be the subject of the research. In this case, the researcher conducted a direct interview with the manager, employees and customer of PT. Taharica using a research tool in the form of a questionnaire.
- b. Secondary data are a source of support and complementary analysis materials. The researcher uses documentation or books in this case. Secondary data used by researchers include sources related to marketing tactics and strategies.

### 3.4 Data Collection Method

The data collection techniques used in this study are:

- a. Observation, namely the method used by researchers by means of direct observation of the activities carried out by the company at the research location related to the research objectives.
- b. Interview, which collects data by asking questions that are freely structured or unstructured, with the aim of obtaining broad information on the research subject.
- c. Documentation is a record of events that have passed. Documents may be in the form of a person's writings, drawings or monumental works. Documents in the form of writing include stories, biographies, policies and regulations. Documents in the form of works, such as works of art, which can be in the form of films, images. The



document study complements the use of observation and interviewing methods in qualitative research.

### **3.5 Data Processing**

In this study, data were obtained from a variety of sources, using different data collection techniques or triangulation techniques. Triangulation technique means that the researcher uses a variety of data collection techniques to obtain data from the same source. Researchers used participatory observation, in-depth interviews with the same data source at the same time. In this study too, the research was carried out continuously from the start of the study to the end of the study or until the data were sufficient.

### **3.6 Conclusion and Recommendation**

The conclusion will be about answering the proposed questions in the problem formulation part, in Chapter I. This part will also give a few recommendations that may be used to improve or to elevate further research.

### **3.7 Research Framework**

Research framework is a formula to explain the construction of logic flow to study systematically and empirically. Below is a framework for this research.

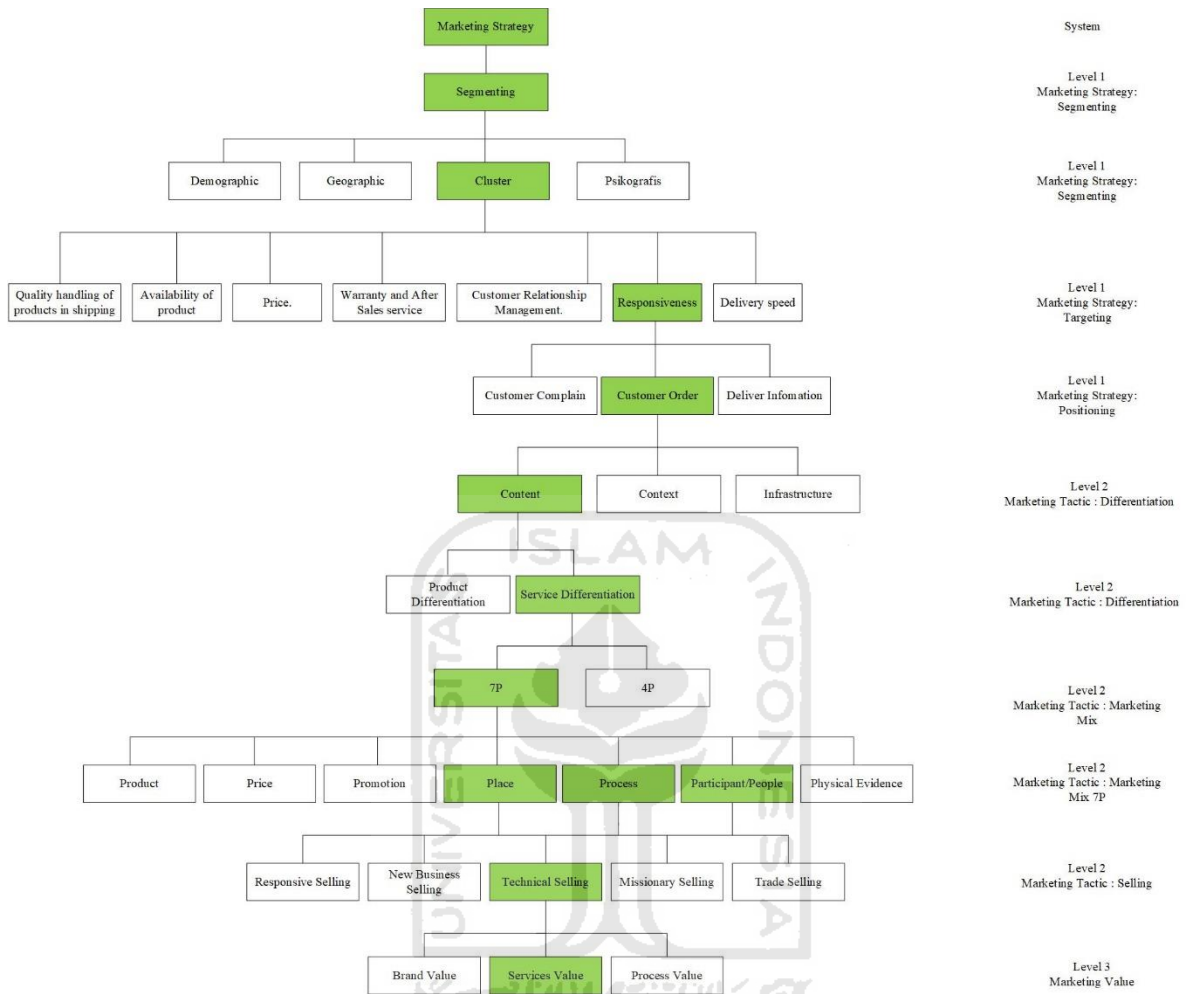


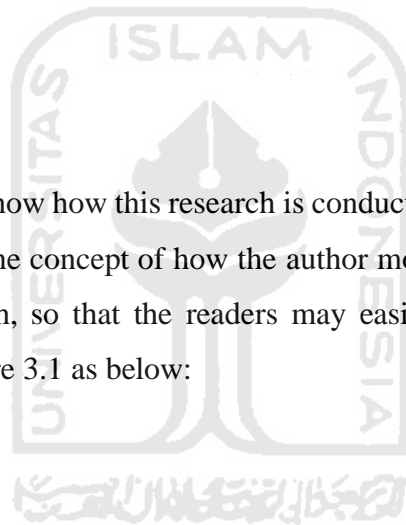
Figure 3. 1 Research Framework

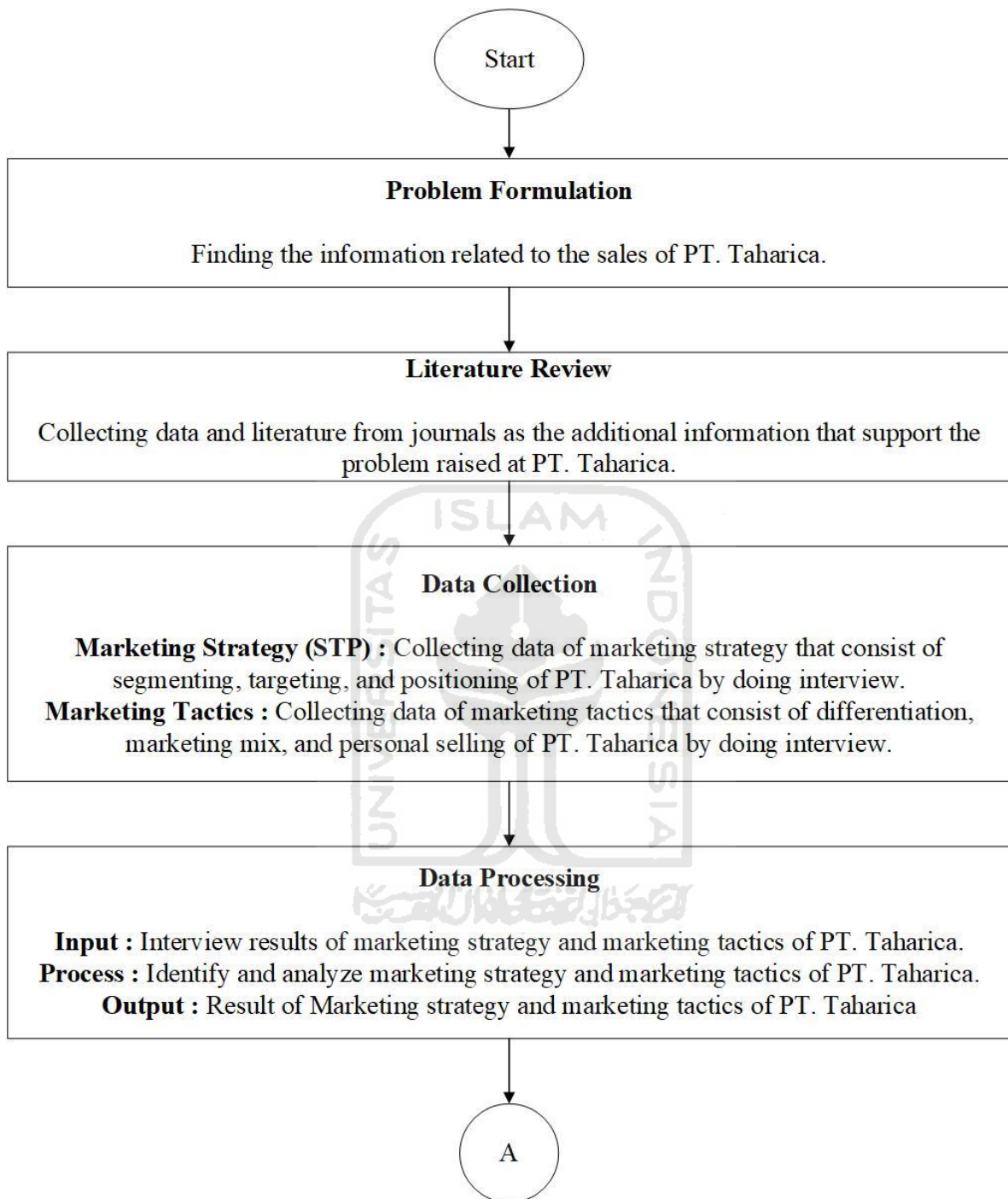
This undergraduate thesis is aimed to find out what marketing value can be given to PT. Taharica. However, for the initial stage a marketing strategy is needed as the basic or objective of the company. In the marketing strategy there is segmentation, segmentation is made through clusters which are obtained from the priority of the customer in buying products. From the many segmentations, a segment or a group of customers who prioritize responsiveness is selected which will be targeted by PT. Taharica. Furthermore, the company positioned itself as a responsive industrial equipment sales company, especially in customer orders.

After determining the target and position of PT. Taharica, then it takes marketing tactic as a way or a bridge in order to create the desired marketing value. In this study, differentiation of content is used, then differentiation is carried out on services in order to achieve responsiveness. After differentiation, there is a second tactics, namely the marketing mix, namely 7P. In the 7P marketing mix, improvement is needed in the aspects of place, process, and participant people. For the last marketing tactic, namely selling, from several existing selling, technical selling is chosen. After creating and improving the marketing tactic owned by PT. Taharica, then we can determine what marketing value is suitable for PT. Taharica. And in this study selected service value.

### **3.8 Research Flow Chart**

This research flowchart is to show how this research is conducted. These steps are important to display, due to it portrays the concept of how the author moves from the beginning until the conclusion of the research, so that the readers may easily understand. This research flowchart is displayed on figure 3.1 as below:





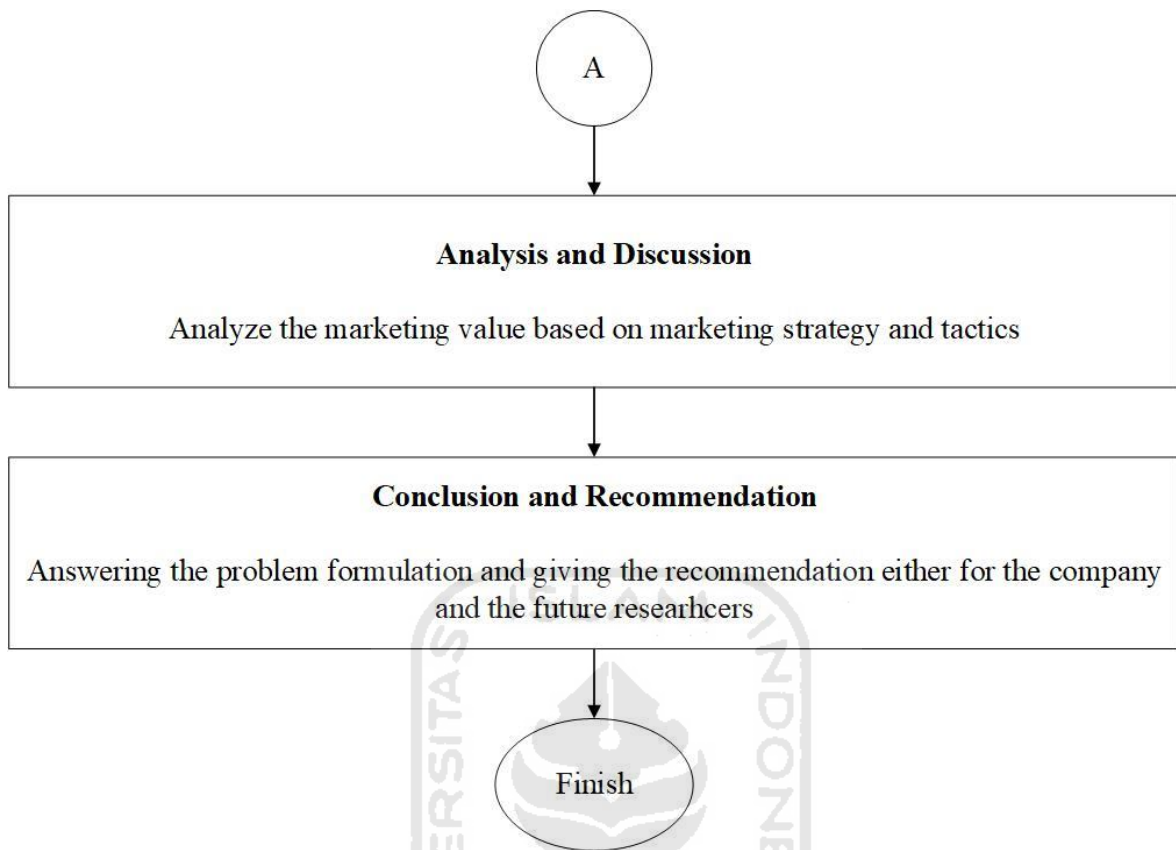


Figure 3. 2 Research Flow Chart

The following is an explanation of each methodological step taken:

1) Start

2) Problem Formulation

Problem Formulation is a problem that will be the topic of research. In this study, the problem is how the marketing strategy is suitable and optimum to provide value-added to the customer.

3) Literature Review

Literature review and previous journals were used as the basis for the theory and methods of this study. In this study, journals are used in relation to STP marketing strategies, marketing tactics, and marketing values.

4) Data Collection.

At this stage, data on marketing strategies were collected consisting of segmenting, targeting, and positioning of PT. Taharica. Furthermore, marketing tactics data were collected consisting of differentiation, marketing mix, and personal selling. One of the data is taken by means of interviews.

5) Data Processing.

After collecting the data, we will identify and analyze marketing strategies consist of segmenting, targeting, and positioning and marketing tactic consist of differentiation, marketing mix, and personal selling.

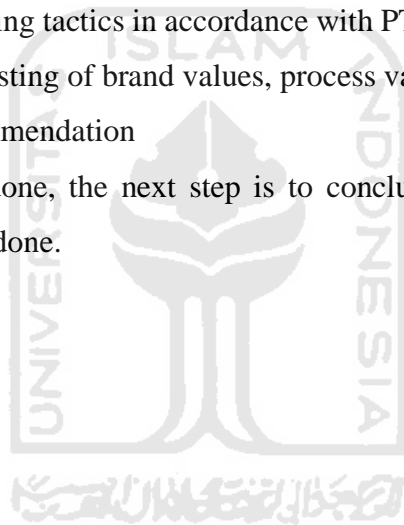
6) Analysis and Discussion

After obtaining marketing tactics in accordance with PT. Taharica, next is to analyze marketing values consisting of brand values, process values, and service values.

7) Conclusion and Recommendation

After the analysis is done, the next step is to conclude the research to close the research that has been done.

8) Finish.



## CHAPTER IV

### DATA COLLECTION AND PROCESSING

This chapter discusses data collection and processing, which consists of segmenting, targeting, positioning and marketing tactics consisting of differentiation, marketing mix, and selling. From several staff, the researcher chose three sources as data sources from PT. Taharica and ten sources from the customer of PT. Taharica. The selection of these three sources was due to their position related to the research object to be discussed related to marketing.

1. Name : Anto Rudianto  
Position : Marketing Manager
2. Name : Parmin  
Position : Assistant Marketing Manager
3. Name : Nur Hamzah  
Position : Manager Support

The sources from customer of PT. Taharica which are:

1. Name : Frederik Yosep Doan  
Company : PT. Krisbow Indonesia

2. Name : Steffi Silvia  
Company : PT. Halmahera Persada Lygen
3. Name : Afnan H. Rukhiatna  
Company : PT. Widodo Makmur Unggas
4. Name : Gina  
Company : Balai Peneliitian Agroklimat dan Hidrologi
5. Name : Aziz  
Company : PT. Arjuna Utama Sawit
6. Name : Atam Rastam  
Company : PT. Lingga Mekar Engineering
7. Name : Wiyanto  
Company : Banyuwangi Sea Turtle Foundation
8. Name : Sarah  
Company : PT. Era Raya Makmur
9. Name : Intan  
Company : Balai Pengelolaan Sumberdaya Pesisir dan Laut Denpasar
10. Name : Yusuf  
Company : PT. Kaswari Unggul

#### **4.1 Customer Review**

Customer review is a review of a product or service made by a customer who has purchased the product or service. Below is a customer review obtained from google reviews and also testimonials from the PT. Taharica.

##### **A. Google Review**

Google reviews are a free service from Google that is utilized to gather valuable feedback from customers who have made purchases on existing sites. Google review data collection was carried out at the company PT. Taharica and his competitors, PT. Kawan Lama. On



google review, PT. Taharica got 4.1 stars from 43 reviews while at PT. Kawan Lama received 4.6 stars from 46 reviews.

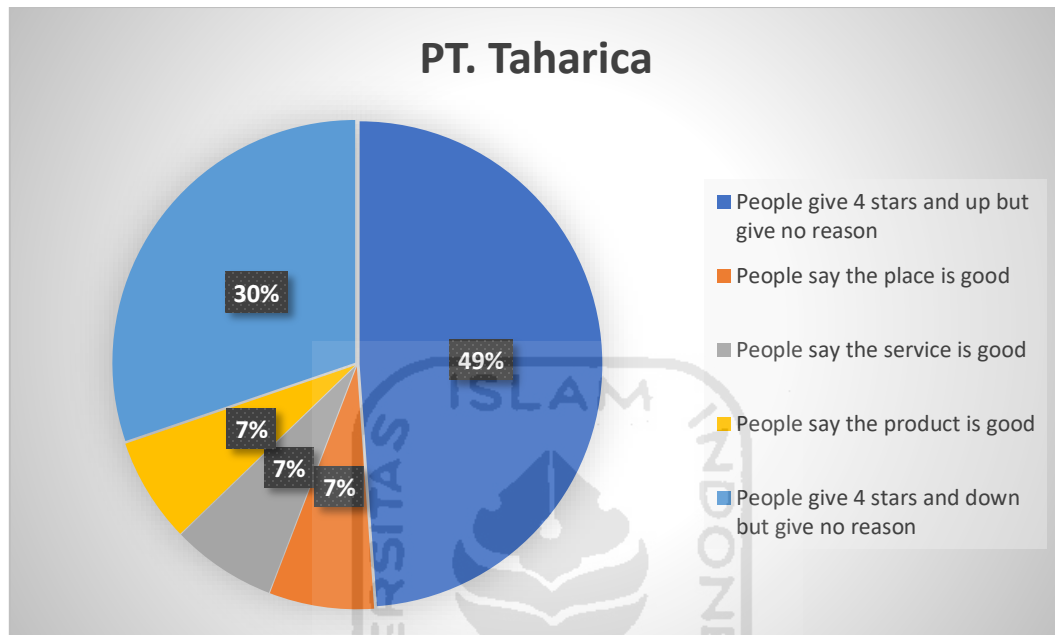


Figure 4. 1 Pie Chart of PT. Taharica's Google Review

Figure 4.1 shows the pie chart of PT. Taharica's google review. It can be seen that 49% of people give 4 stars and above but don't give reasons, 7% of people say that the place is good, 7% of people say that the service is good, 7% of people say that the product is good, and 30% of people give stars under 4 however gave no excuses.

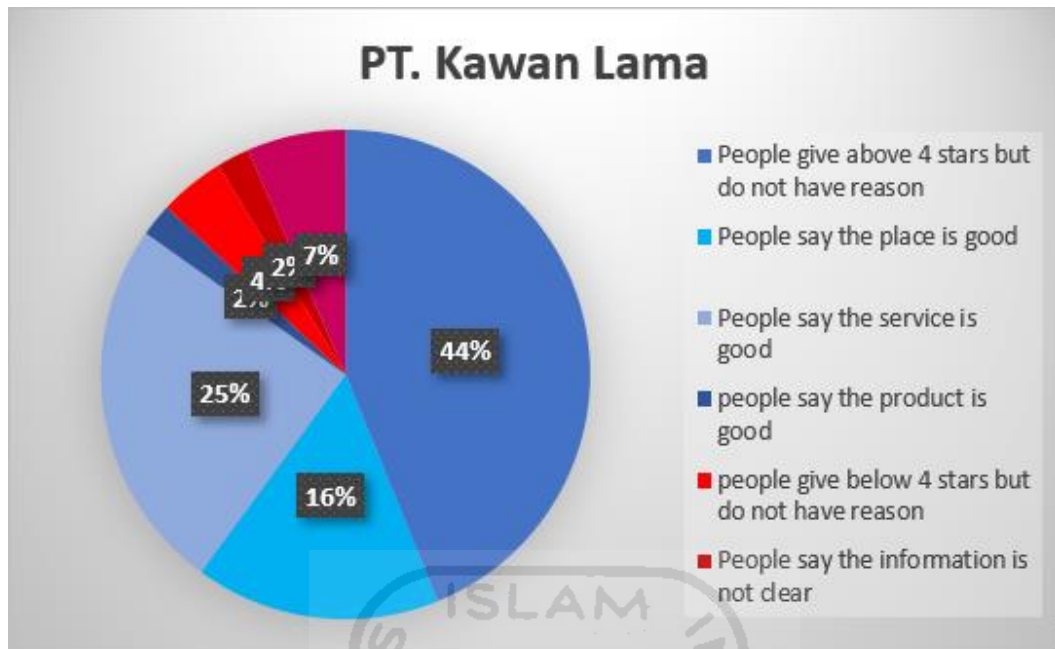


Figure 4. 2 Pie Chart of PT. Kawan Lama's Google Review

Figure 4.2 shows the pie chart of PT. Kawan Lama's google review. It can be seen that 44% of people give 4 stars and above but don't give reasons, 16% of people say that the place is good, 25% of people say that the service is good, 2% of people say that the product is good, 4% of people give stars below 4 but not giving reasons, 2% of people said the information they got was unclear, and 7% said that the item was incomplete.

## B. Testimonial

Testimonial is a form of testimony of satisfaction about the seller's goods or services from the buyer. Below are some testimonials obtained from the PT. Taharica:

## 1. Departemen Pekerjaan Umum



Figure 4. 3 Testimony from Departemen Pekerjaan Umum

*“System monitoring yang disuplai oleh Taharica adalah yang tertinggi ratingnya sampai dengan saat ini dibandingkan system lain yang pernah kami miliki. Dengan system monitoring dari Taharica. Pengujian kami jadi lebih terkontrol ada visualisasi di sistemnya. System yang disuplai sangat excellent terutama dalam collecting data, pengolahan data dalam pengukuran. Cepat dalam pengambilan keputusan sehingga adjustment dapat dilakukan saat mengukur. Kami puas dan mereferensikan taharica”*

Gatot Sukmara-Peneliti di Pusat Penelitian dan Pengembangan Jalan dan Jembatan Badan Penelitian dan Pengembangan, Departemen Pekerjaan Umum.

## 2. Chevron



Figure 4. 4 Testimony from Chevron

*“Tim Kerja Taharica dapat diandalkan. Sangat bagus dalam implementasi di lapangan. Secara umum kami puas dengan services nya” Andre- HSE Chevron.*

### 3. BPPT



Figure 4. 5 Testimony from BPPT

*“Saya baru sekali ini bertemu perusahaan engineering yang eksis seperti ini di Indonesia. Sangat terbantu dengan solusi yang diberikan, sangat memuaskan”-Muksin Saleh,ST,MT- Fuel Conversion and Pollution Controool Specialist, B2TE-BPPT*

#### **4.2 Segmenting, Targeting, and Positioning of PT. Taharica.**

STP is used to find out how the marketing strategy currently used by PT. Taharica, after it is known which strategy is currently being used, it is followed by marketing tactics consisting of differentiation, marketing mix, and selling. This is conducted to provide added values to the customer.

In the explanation below is a segmentation based on customer expectations, competitors, and PT. Taharica includes quality handling of products in shipping, product availability, price, warranty and after-sales service, responsiveness. Below are details for each scheme:

## A. Segmentation

In the segmentation aspect, the company chooses seven standard segmentation schemes. In this selection, it is divided into similar aspects which are generally asked by customers when making purchases at PT. Taharica. Below are the seven aspects used, such as:

### 1. Quality Handling of Product in Shipping

Quality handling of the product in shipping is intended as how the company maintains the quality when the goods or products purchased by the customer are safe when the delivery reaches the customer. Below is the narrative of each resource person from customers, competitors, and PT. Taharica:

Customer expectation: "... Kalau saya sebagai customer mengharapkan produk yang dikirimkan yang penting aman dulu, setelah itu juga rapi, supaya barangnya bisa dipakai tanpa ada kerusakan saat pengiriman"

Competitor : "... Kemasan yang kami berikan ke customer tentunya kemasan yang rapi dan aman, supaya menghindari dari rusaknya barang diperjalanan"

PT. Taharica : "... Untuk kemasan kami selalu memberikan kemasan yang aman, pakai kemasan kayu kalau barang emang dirasa mudah pecah"

Customer expectation: "... As a customer, I expect the product to be sent, the important thing is to be safe first, then neat, so that the goods can be used without any damage during delivery

Competitor: "... The packaging that we provide to customers is of course neat and safe packaging, in order to avoid damage to goods on the way "

PT. Taharica: ”.... For packaging, we always provide safe packaging, use wooden packaging if the item feels fragile ”

## 2. Availability of Product

Product availability is the availability of a product in which the product is already available in the company or warehouse. Below is the narrative of each resource person which comes from customer expectations, competitors, and PT. Taharica:

Customer expectation: “.... Produk yang diharapkan yaitu produk yang ready stock dan kalau indent tidak lebih dari 2 minggu atau 14 hari”.

Competitor :”.... Kami punya produk yang ready stock, kalau memang produk tidak tersedia. Maka perusahaan melakukan pre order 7-14 hari”

PT. Taharica :”.... Untuk ketersediaan barangnya, beberapa barang kami tidak ready stock karna biaya handlingnya mahal, jadi beberapa produk yang berukuran kecil saja yang ready stock. Jika perusahaan melakukan pre order, perusahaan membutuhkan 14-18 hari untuk pengiriman”

Customer expectation: “.... Products that are expected are products that are ready stock and if the indent is not more than 2 weeks or 14 days ”.

Competitor: ”.... We have a product that is ready stock, if the product is not available. So the company pre-orders 7-14 days ”

PT. Taharica: ”.... For the availability of goods, some of our items are not ready stock because the handling costs are expensive, so only some small products are ready stock. If the company pre-orders, the company needs 14-18 days for delivery ”

### 3. Price

Price is defined as the amount of money charged for a product or service or in general terms. The price is the total value that consumers exchange for the benefit of ownership of a product or service. Below is the narrative of each resource person which comes from customer expectations, competitors, and PT. Taharica:

Customer expectation: “.... Saya mengharapkan produk yang ditawarkan memiliki harga yang terjangkau, reasonable, dan bersaing ”

Competitor :”.... Harga yang diberikan oleh perusahaan adalah harga yang wajar dan kompetitif. ”

PT. Taharica :”.... Untuk harga yang diberikan perusahaan merupakan harga yang bersaing, hal ini tentunya bergantung dengan kualitas yang ditawarkan oleh perusahaan kami”

Customer expectation: “.... I hope the products offered are affordable, reasonable, and competitive ”

Competitor: ”.... Prices given by the company are reasonable and competitive. ”

PT. Taharica: ”.... For the price given by the company is a competitive price, this of course depends on the quality offered by our company ”

### 4. Warranty and After Sales Service.

Warranty and After Sales Service is defined as services provided by a company to its customers after purchasing a product. Below is the narrative of each resource person which comes from customer expectations, competitors, and PT. Taharica:

Customer expectation: “.... saya berharap produk yang dibeli punya 1 tahun minimal garansi dan layanan aftersales lain yang baik, seperti pelatihan, perbaikan, dan pemeliharaan”.

Competitor :” produk yang kami punya memiliki garansi satu tahun dan memiliki layanan aftersales service yang baik”

PT. Taharica :”.... Produk yang kami tawarkan minimal memilki satu tahun garansi dan tentunya memiliki layanan aftersales service yang baik”

Customer expectation: “.... I hope the product purchased has a minimum 1 year warranty and other good aftersales services, such as training, repair and maintenance ”.

Competitors: "our products have a one year warranty and have a good aftersales service"

PT. Taharica: ”.... The products we offer have a minimum of one year warranty and of course have a good aftersales service "

Products sold by PT. Taharica has a one-year warranty and has aftersales services such as training for customers, it also provides repair or maintenance of purchased products.

## 5. Delivery Speed

Delivery speed is the time required to provide services in the form of delivery of products or goods. Below is the narrative of each resource person which comes from customer expectations, competitors, and PT. Taharica:

Customer expectation: “.... Menurut saya untuk kecepatan pengiriman setidaknya tidak lebih dari seminggu, itupun tergantung dari lokasi masing-masing”

Competitor :”.... Kami dapat mengirimkan produk estimasi 7-12 hari”



PT. Taharica :”.... Dari perusahaan kami sendiri ini masih menjadi masalah sedikit, karena untuk pengiriman produk masih sering terjadi keterlambatan dan butuh waktu sekitar 10-15 hari”

Customer expectation: “.... In my opinion, the speed of delivery is at least not more than a week, it also depends on each location ”

Competitor: ”.... We can deliver the estimated product in 7-12 days ”

PT. Taharica: ”.... From our own company this is still a little problem, because for product delivery delays often occur and it takes about 10-15 days ”

## 6. Responsiveness

Responsiveness is defined as how a company provides services that are responsive to all customer wants and needs. Below is the narrative of each resource person which comes from customer expectations, competitors, and PT. Taharica:

Customer expectation: “....saya mau respon yang cepat dari perusahaan tentang informasi, harga dan lainnya,”

Competitor :”..... kami merasa masih belum terlalu cepat dalam merespon permintaan dari customer, karena produk yang kami jual cukup beragam dan butuh waktu untuk mendapatkan informasinya ”

PT. Taharica :”.... Untuk responsive dari kami, saya rasa kami sudah cukup responsive untuk memberikan informasi tentang produk ke customer”.

Customer expectation: "... I want a fast response from the company about information, prices and more,"

Competitor: "... we feel we are still not too fast in responding to requests from customers, because the products we sell are quite diverse and it takes time to get the information"

PT. Taharica: "... For our responsiveness, I think we are responsive enough to provide information about products to customers.

PT. Taharica company is very responsive in providing information and product prices to customers

## 7. Customer Relationship Management

Customer Relationship Management is defined as how a company manages its relationship with customers at the business level so that it can maximize communication and marketing through managing a variety of different contacts. The following are the results of the interview:

Customer expectation: "... Saya mengharapkan antara customer dan perusahaan memiliki hubungan yang baik, sehingga merasa lebih dekat, jika bisa mendapat informasi tentang promo, diskon "

Competitor : "... CRM di perusahaan kami sudah cukup baik, dibuktikan dengan banyaknya repeat order yang dilakukan oleh customer kami"

PT. Taharica : "... Untuk CRM di perusahaan kami masih sangat kurang, masih banyak customer yang mengeluh tentang hal ini"

Customer expectation: "... I hope that the customer and the company have a good relationship, so they feel closer, if they can get information about promos, discounts "

Competitor: "... CRM in our company is good enough, as evidenced by the number of repeat orders made by our customers "

PT. Taharica: "... For CRM in our company is still lacking, there are still many customers who complain about this "

Based on the results of interviews with sources, the authors can conclude the results of the segmentation, the results of the segmentation are presented in table 4.1:



Table 4. 1 Standard Segmentation Scheme

Standard Segmentation Scheme	Customer Expectation	Competitor	PT. Taharica
Quality handling of products in shipping	The packaging that the customer expects is neat and safe packaging.	The packaging provided by the competitors is neat and safe packaging to avoid damaging goods on the way	The packaging provided by PT. Taharica always provides safe packaging, using wooden packaging if the goods are considered fragile.
Availability of product.	Customers want products that are ready stock or at least wait 7-14 days.	Competitors have products that are ready stock or pre-ordered 7-14 days, with this, the competitor can meet customer expectations.	Not all products have ready stock or if the company performs pre-orders, it takes 14-18 days.
Price.	Customers expect the products offered to have prices that are affordable, reasonable, and of course competitive	The price given by the company is competitive. The product price is also not very high.	Prices given by the company are competitive prices
Warranty and After-Sales service	Purchased products have a minimum one-year warranty. They have good aftersales services, such as providing	This product has a one-year warranty and has aftersales services such as training for customers, as well as providing	The products that Taharica sell have a one-year warranty and have aftersales services such as training for customers, and also providing repair

Standard Segmentation Scheme	Customer Expectation	Competitor	PT. Taharica
	training to customers, providing information about products to customers, and also providing repair or maintenance of the products purchased.	repair or maintenance of the product purchased.	or maintenance of purchased products.
Delivery speed.	Customers want product delivery to be done quickly, of course, this is also influenced by the distance to the customer location. For an estimated delivery time of not more than one week, max 7-10 days.	Competitors can ship products to customers with an estimated maximum delivery time of 7-12 days.	PT. Taharica can deliver products to customers with an estimated maximum time of 10-15 days.
Responsiveness	Customers want a quick response from the company to be very responsive in providing information, prices, and services to their customers.	Competitors are relatively slow in responding to information and prices and product service to customers. because many types of products are sold or product diversification	The company is very responsive in providing information and product prices to customers.

<b>Standard Segmentation Scheme</b>	<b>Customer Expectation</b>	<b>Competitor</b>	<b>PT. Taharica</b>
Customer Relationship Management.	Customers expect a very good relationship between the customer and the company before, while, and after making a purchase. And the company can be trusted so that customers feel confident in the quality of products and services provided by the company.	The company has a good relationship with customers. This is evidenced by the existence of repeat orders made by customers. Although sometimes there are price differences with other companies, customers remain loyal because of trust.	PT. Taharica doesn't have a good relationship with customers.

## B. Targeting

After getting the segmentation that has been done before, next is targeting, from several segmentations that have been done, the company through the marketing manager chooses the following targets:

“..... kalau dari tujuh segmentasi yang dipunya ini, perusahaan lebih milih tiga aspek ini sih, kami mentargetkan konsumen yang mengutamakan responsive, garansi dan aftersales service, dan ketersediaan produk,”

"... .. if of the seven segments that have, the company prefers these three aspects, we are targeting consumers who prioritize responsiveness, warranty and after sales service, and product availability,"

After getting information from the company about targeting, the speaker continued the discussion regarding deeper targeting, as follows:

“... untuk responsive sendiri rentang waktunya kami memilih 0-60 menit dapat melayani pelanggan. Untuk garansi dan aftersales service diberikan satu tahun, memberikan pelatihan gratis, perbaikan dan maintenance. Ketersediaan produk, produk kami jika preorder menunggu dan memiliki lead time 14-21 hari. Dan terakhir customer relationship management, perusahaan akan melayani dan menangani keluhan dan ketidakpuasan customer, menyediakan informasi layanan dan penjualan kepada customer, dan memberikan layanan yang konsisten kepada customer.”

“... For the responsiveness itself, we chose 0-60 minutes to serve customers. Warranty and aftersales service is provided for one year, providing free training, repair and maintenance. Availability of products, our products if preorder wait and have a lead time of 14-21 days. And finally customer relationship management, the company will serve and handle customer complaints and dissatisfaction, provide service and sales information to customers, and provide consistent service to customers. ”

Based on the descriptions of existing sources, the authors take the conclusion that the element chosen by PT. Taharica is a customer who prioritizes responsive service. Responsiveness was chosen as the target because of the superiority of PT. Taharica in responding to customer requests, this can be seen from the segmentation table.

Furthermore, the warranty and after-sales service, one-year product warranty and aftersales services such as free training, repairs and maintenance. For product availability, it is targeted to products that are in waiting stage or having a lead time of 14-21 days. Finally, customer relationship management, the company serves and handles customer complaints and dissatisfaction, provides service and sales information to customers, and provides consistent service to customers.

### **C. Positioning**

After the targeting is identified, then the company will position the company or brand. Following are the results of the interview when being asked about positioning:

“... Perusahaan kami memposisikan di benak customer sebagai perusahaan terbaik dan terdepan terkait hal responsive dalam menyediakan alat industri dan jasa di Indonesia”

“... Our company positions in the minds of customers as the best and foremost company related to responsiveness in providing industrial tools and services in Indonesia ”

Based on the chosen targeting, the company PT. Taharica put his company in the minds of customers as a leading provider of industrial equipment and service in Indonesia, especially in responsiveness to customers.

### **4.3 Marketing Tactics**

To master the desired market share, each company has different strategies and tactics. As applied in PT. Taharica, can be seen in the following description:



## A. Differentiation

There are many ways for companies to make the products they offer to be different or unique, but of course, this is not easy. One way that can be taken to get a differentiation is by combining or integrating the content (what is sold), the context (how to sell), and the infrastructure owned by PT. Taharica itself so that it can be an added value offered to customers. The essence of differentiation is to make the company or product offered is better known so that it leads to distinct identity or uniqueness. Below are the three differentiations, which are:

### 1) Content

PT. Taharica has his own view of product differentiation. This is proven based on the narrative of one of the speakers who have a position as a marketing manager at PT. Taharica. The following are the results of the interviews:

“.... Oh iyaa tentunya ada mas, produk dengan merk yang kami jual ini bisa dipastiin gaada yang jual di Indonesia, karena kami ini distributor tunggal di Indonesia, produk kami berasal dari Amerika, biasanya kan produk produk sejenis ini kebanyakan dari China, kualitasnya juga biasanya ga sebagus dari Amerika kan. Customer di sini juga kebanyakan lebih seneng kalau beli produk dari Amerika. Walaupun produk yang kami jual ini dari Amerika, tapi harganya juga ga mahal, masih bisa bersaing, pastinya harganya diatas barang China tapi ga terlalu tinggi lah, sesuai dengan kualitasnya”

“.... Oh ya, of course there is, the product with the brand that we sell can be ascertained that no one is selling in Indonesia, because we are the sole distributor in Indonesia, our products come from America, usually these products are mostly from China, the quality is usually not as good as from America right. Most of the customers here are happier when buying products from America. Even though the products we sell are from America, the price is also not expensive, it can still be competitive, of course the price is above Chinese goods but not too high, according to the quality ”

PT. Taharica, in this case, has made product differentiation in running its business. It can be notified from the recognition and testimonials of customers who have given positive feedback to PT. Taharica. Manager of PT. Taharica also gave his admission that the products that sold by PT. Taharica is the only product sold in Indonesia because they are the only distributor for this American product. Of course, the quality offered by the company is better and longer-lasting, with prices that are not so far from other products spread across Indonesia.

## 2) Context

According to the narrative from the manager of PT. Taharica, employees are always friendly. Following are the results of the interview with the support manager:

“..... Alhamdulillah mas, kalau untuk keramahan dari karyawan, kami jadiin itu prioritas, keramahan itu ngga cuma sama customer tapi juga untuk sesama karyawannya. Supaya bisa jadi kebiasaan buat karyawannya, jadi kalau sama customer Insya Allah bakal selalu ramah dan melayani dengan baik mas”

Alhamdulillah, mas, for the friendliness of the employees, we make it a priority, friendliness is not only for the customer but also for fellow employees. So that it can become a habit for employees, so if you are with customers, God willing, you will always be friendly and serve well, bro. "

The same thing was also expressed by customers of PT. Taharica "Service is good enough, sales are communicative", "service is good, sales are communicative", "employees are friendly and communicative"

In addition to hospitality from employees to customers. PT. Taharica also always offers products and services that are different from other companies. Based on the words of the support manager as follows:

“.... untuk masalah penawaran yang diberikan untuk customer, kami punya kelebihan sih mas, misalnya dari hal pemeliharaan dan perbaikan produk yang sudah dibeli oleh customer. Untuk pemeliharaan dan perbaikan yang masih daerah lingkup dalam kota yaitu, DKI Jakarta dan sekitarnya, kami dari perusahaan memberikannya secara Cuma-Cuma, jadi walaupun masa garansi habis, kami masih kasih pengecekan, pemeliharaan dan perbaikan gratis, tapi bukan untuk penggantian sparepart. Untuk daerah diluar kota untuk pengecekan, pemeliharaan dan perbaikan hanya dikenakan biaya akomodasi aja, untuk layanannya tetap free.”

“... ..For the problem of the offer given to customers, we have advantages, for example, in terms of maintenance and repair of products that have been purchased by customers. For maintenance and repairs that are still within the scope of the city, DKI Jakarta and its surroundings, we from the company provide it for free, so even though the warranty period is up, we still provide free checks, maintenance and repairs, but not for replacement of spare parts. For areas outside the city for checking, maintenance and repairs, only accommodation costs are charged, for services it remains free. ”

The same thing was also expressed by customers of PT. Taharica “penawaran mengganti produk yang cacat/rusak dengan yang baru menurut saya itu sangat bagus, sehingga customer puas terhadap produknya”, another customer also said that “ ya, selama saya jadi pelanggan taharica saya selalu mendapatkan barang baru ketika barang itu cacat atau rusak”.

"The offer to replace defective / damaged products with new ones in my opinion is very good, so that customers are satisfied with the product", another customer also said that "yes, as long as I am a customer, I always get new goods when the item is defective or damaged".

Conclusions can be taken from several interviews from the PT. Taharica and customers, aspects of differentiation ranging from the hospitality of employees to

customers of PT. Taharica has been run by the company, and of course, it has been felt by customers, this can be seen from the statement of the customers.

### 3) Infrastructure

After being asked about infrastructure, according to a technician staff of PT. Taharica said that:

“...saya sudah menjadi teknisi di Taharica udah 10 tahun, latar belakang pendidikan saya teknik elektro. Semenjak di Taharica saya dikasih banyak pelatihan terkait produk-produk yang ditawarkan disini supaya memahami produk lebih mendalam. Untuk alat-alat pendukung untuk instalasi juga alat berkualitas ”

“... I've been a technician at Taharica for 10 years, my educational background is electrical engineering. Since I was at Taharica I was given a lot of training regarding the products offered here in order to understand the product more deeply. For supporting tools for installation as well as quality tools ”

Furthermore, according to the support manager from PT. Taharica said that:

“... untuk tenaga kerja disini sebenarnya yang penting ada kemauan bekerja nya mas, karena itu sangat penting, kalau mereka punya skill tapi gapunya kemauan untuk bekerja, ya jadi susah juga untuk jadi pekerja yang baik. Setelah itu pekerja yang jujur dan amanah, kalau hal-hal itu dimiliki oleh karyawan, maka Insya Allah untuk pengembangan skill nantinya akan lebih mudah untuk di bina”

“... For the workers here, the important thing is there is a willingness to work, bro, because it is very important, if they have skills but they don't have the will to work, so it will be difficult to be good workers. After that, employees who are honest and trustworthy, if those things are owned by employees, God willing, for the development of skills it will be easier to cultivate ”

Based on the results of the previous review regarding infrastructure, it can be concluded that the infrastructure that supports the activities of PT. Taharica, a worker who has experience in his field, the tools used for product installation are also of high quality.

Of course, PT. Taharica can differentiate in one aspect, for example, in the product (content) or only in the way of offering (context). The most effective way is to integrate the aspects of content and context that have been previously mentioned, but for differentiation by PT. Taharica is even stronger when combined with the appropriate infrastructure. These three things can be a separate strength for PT. Taharica for having a uniqueness to run and win in the market for selling equipment and services in the industry.

### **B. Marketing Mix 7P PT. Taharica**

The marketing mix that is carried out must be adjusted to the situation and conditions of the company. Besides, the marketing mix is a combination of factors that can be controlled by the company to facilitate buying decisions. Here are 7Ps from PT. Taharica:

#### **a. Product**

Regarding the product, this was asked by the marketing manager. The interview results were obtained as follows:

“... untuk produk yang kami jual di sini kebanyakan sih sensor, alat ukur, jasa pengukuran. Jadi emang alat alat industri dan jasa mas kebanyakan. Produk yang kami jual selama ini alhamdulillah belum ada yang bermasalah, kalau dikit-dikit pasti ada. Produk kami juga udah dikenal dari banyak perusahaan, instansi, maupun peneliti. Bukan hanya di pulau Jawa, customer kami juga tersebar di seluruh Indonesia”

“... For the products we sell here, most of them are sensors, measuring instruments, measurement services. So there are mostly industrial tools and gold services. Alhamdulillah, the products we sell have not had any problems, if you do a little, there

will be. Our products have also been recognized by many companies, agencies and researchers. Not only in Java, our customers are also spread throughout Indonesia "

Product is the most important element. Because with this, the company can meet the wants and needs of consumers. However, the decision does not stand alone because the product/service is closely related to the chosen market. According to the results of the interviews conducted, information was obtained that the products offered in general by PT. Taharica is general trading, which is a company that has job specifications as a provider of industrial goods in the field of tools and other support. The products offered range from sensors, measuring instruments, measurement services,

#### b. Price

Furthermore, for prices, the marketing manager said the following:

".... Untuk harga sendiri, kami mematok harga yang berbeda-beda tiap produk tergantung speknya. Yang pastinya produk yang kami jual harganya bersaing dengan produk yang berkualitas. Harga yang kami berikan ke customer juga harga yang sudah net, sudah sesuai dengan ongkos kirim, pemasangan jika diperlukan, dan lainnya"

".... For the price itself, we set a different price for each product depending on the specifications. What is certain is that the products we sell are competitively priced with quality products. The price we give to the customer is also a net price, is in accordance with postage, installation if needed, and others "

Below is a statement from several customers about the price given by PT. Taharica regarding the products they sell, including:

"...harga yang diberikan oleh Taharica cukup terjangkau"

"...untuk skala penelitian harga barang yang diberikan taharica reasonable"

"... harga yang diberikan bersaing"

"... the price given by Taharica is quite affordable"

"... for the scale of the research the price of goods is given a reasonable basis"

"... the price is competitive"

Every company always pursues profits for sustainable production. No exception, PT. Taharica, the profit earned is determined by the pricing offered. In terms of price, PT. Taharica sets a different price for each product depending on the use and quality of the product. Of course, the products offered to customers are affordable and at competitive prices.

From PT. Taharica above can be concluded that the price given by PT. Taharica is a reasonable, affordable and competitive. The price given is, of course, in accordance with the quality of the product or service they get. The price policy is closely related to decisions about the services marketed. Based on this set price, the consumer will make a decision on whether he gives the goods or not. Of course, consumers will make decisions on how many goods/services to buy based on this price. Of course, the decisions of these consumers are not only based on price alone, but also on many other factors that are taken into consideration, for example, the quality of goods and services, trust in companies.

#### c. Place

In the third aspect is place, the following interview results are obtained:

"... karena perusahaan kami ini bukan produsen ya, perusahaan kami kan distributor, jadi selama ini untuk distribusinya langsung dari kami ke customer. Tapi ya bisa aja mungkin di kemudian hari bisa lewat reseller-reseller"

"... Because our company is not a producer, yes, our company is a distributor, so all this time the distribution is direct from us to the customer. But yes, maybe in the future it can be through resellers "

The third element of the marketing mix is a place or what is often referred to as a marketing channel. This distribution channel plays a role in delivering products from producers to customers. However, PT. Taharica itself is not a producer but a distributor company itself. Therefore, the channel used is the direct distribution to customers. But it is possible in the future to carry out a distribution strategy through resellers. This is still a consideration for PT. Taharica.

#### d. Promotion

In the promotion aspect, the following interview results were obtained:

“... kalau promosi di PT. Taharica ada macam-macam, mulai dari website, facebook, online shop dan lainnya. Promosi ini juga dilakukan dengan menggunakan telemarketing dan email marketing. Promosi melalui email biasanya dilakukan untuk customer yang sudah pernah membeli produknya di PT. Taharica”

"... if the promotion at PT. There are various kinds of Taharica, starting from the website, facebook, online shop and others. This promotion is also carried out using telemarketing and email marketing. Promotion via email is usually carried out for customers who have bought their products at PT. Taharica "

This has been done by PT. Taharica in introducing his products to consumers. It is evidenced by a statement from a consumer saying that he has known PT Taharica's products/services from the website.

In this case, attention must be paid to achieve an effective balance by combining these components into an integrated promotional strategy to communicate with buyers and purchasing decision-makers.

#### e. Participant/ People



Regarding people/participants, Mr Hamzah, as the support manager said:

“.... Karyawan disini ini ada beberapa tingkatan, ada manajer dari masing-masing bidang, asisten manajer, staff, cleaning service, satpam juga. Karyawan disini juga diwajibkan untuk ramah, sopan, dan rapi, jadi bisa bikin konsumen itu nyaman. Karyawan juga diminta untuk mengetahui segala hal tentang produk, maupun customer mereka masing-masing”

“.... There are several levels of employees here, there are managers from each field, assistant managers, staff, cleaning service, security guards too. Employees here are also required to be friendly, polite, and neat, so they can make consumers comfortable. Employees are also asked to know everything about the product, as well as their respective customers ”

In addition, the marketing manager provides the following answers:

“.... Kalau sedang komunikasi dengan pelanggan, karyawan dibolehin kok untuk improvisasi selama apa yang mereka kerjain masih dalam SOP perusahaan, kalau ada masalah staff bisa langsung minta bantuan ke manajer biar bisa lebih cepat penanganannya”

“.... When communicating with customers, employees are allowed to improvise as long as what they are doing is still in the company's SOP, if there is a problem the staff can immediately ask the manager for help so that it can be handled more quickly ”

Furthermore, PT. Taharica said that the employees are sometimes a little slow in responding to customer requests. It is caused by their accumulation of tasks due to the many requests for information or orders from customers.

According to the previously obtained interviews, PT. Taharica has several levels of employees. There are managers from each field, assistant managers, staff, cleaning service,

and security guards. Employees at PT. Taharica are required to behave friendly, polite, and tidy in dealing with customers. This will make customers feel comfortable in making transactions or communicating.

In communicating with customers, employees are allowed to improvise freely as long as it is still appropriate and within the company's operational standards. If there is a problem with the customer, the staff can ask the respective manager for helping. For example, if there is a pending bill payment, the finance staff can ask the finance manager to help

#### f. Physical Evidence

After the author asked about the physical evidence aspect, the assistant marketing manager said the following:

“..... kalau fisiknya, ya bisa mas liat untuk kantornya kita ruko gini, ada ruang Gudang, ada ruang QC, ruang tunggu customer dan lain-lain. Untuk kegiatan pemasarannya, di kantor kami ga ada makai symbol menampilkan informasi kalau kami menjual alat industry ini sih mas, kecuali ada papan nama perusahaan di depan. Kami juga dalam kegiatan pemasaran punya katalog untuk customer kalau mereka memang langsung datang ke kantor. Kami masih punya kendala untuk tempat parkir aja, Cuma bisa parkir sedikit mobil. Untuk fasilitas penunjang di kantor, paling ya ada tv, computer untuk katalog, sama wifi gratis”

“... .. if it's physical, yes you can see for our office we shop like this, there is a warehouse room, there is a QC room, a customer waiting room and others. For marketing activities, in our office there is no symbol displaying information that we sell this industrial equipment, bro, unless there is a company name board in front. We are also in marketing activities to have a catalog for customers if they come directly to the office. We still have problems with parking space, we can only park a few cars. For supporting facilities in the office, at least there is a TV, a computer for catalogs, and free wifi ”

Physical evidence is a visual indication that provides evidence of the quality of the product or service being offered, such as supporting facilities, office location, building, and office cleanliness. According to the interview, results that have been obtained, PT. Taharica has an office consisting of warehouse rooms, quality control, and customer waiting rooms, and others. PT. Taharica offices are also facilitated with free wifi, computers, television, and a parking lot. However, there is obstacle related to parking spaces which is considered as insufficient

g. Process

The final aspect of the 7P marketing mix is the process, the results of the interviews obtained are as follows:

“..... prosesnya ya, karena kami ini ga memproduksi, cuma distributor jadi bisa dibilang untuk bahan bakunya itu ya dari produsen ngasih barang jadi ke kami. Pengolahannya itu cuma ngelihat spek barangnya lagi, ngelakuin qc, packaging ulang supaya aman. Kalau lagi proses pemesanan, setelah nerima pesanan, customer membayar dp, perusahaan memproses memesan ke produsen, setelah itu kami melakukan qc, packaging, selanjutnya kami kirimkan ke alamat, kalau dibutuhkan installasi petugas kami datang ke lokasi pembeli”

"... the process is right, because we are not producing, only a distributor, so you can say for the raw material, the producer gave the finished goods to us. The processing is only looking at the specs of the item again, doing qc, repackaging it so it is safe. In the process of ordering, after receiving the order, the customer pays the dp, the company processes the order from the manufacturer, after that we do qc, packaging, then we send it to the address, if installation is needed, our officers come to the buyer's location "

The process of activities carried out by PT. Taharica in selling its products, the speed of responding to customer requests, answering consumer questions about the products offered, the ease of payment transactions. In the product order process, the company issues a purchase order,

after which the customer provides a down payment, the company processes the order, before sending it to the customer, the product that has arrived at PT. Taharica will go through a process of quality control and re-packaging, after which the company will send the product to the customer's address and if necessary, an officer will be sent to install the product at the customer's address.

### **C. Selling**

In connection with selling, the writer asked the customer. They said:

“Saya selama ini jadi pelanggan setia PT. Taharica. Karena selama ini produknya bagus dengan harga yang bersaing dan reasonable, pegawai-pegawainya juga ramah, komunikatif”

"I've been a loyal customer of PT. Taharica. Because all this time the products are good at competitive and reasonable prices, the employees are also friendly, communicative "

According to the interview results that have been obtained previously that PT. Taharica takes a sales benefit approach by offering consumers a high-quality product at a competitive price.

PT. Taharica also said that:

“ ....untuk selling tentunya kami makai salesman, salesman di PT. Taharica ini biasanya jual barangnya lewat website, telemarketing, dan email.”

"... for selling, of course we use salesmen, salesmen at PT. Taharica usually sells his goods through websites, telemarketing and email. "

According to the above interview, it is said that PT. Taharica uses salesman in conducting the selling activity. Salesmen sell and offer products via email, telemarketing, and websites.

## CHAPTER V

### DISCUSSION

#### **5.1. Analysis of Segmenting, Targeting, and Positioning of PT. Taharica.**

This section will discuss deeper related to segmenting, targeting, and positioning at PT. Taharica as described in chapter 4. In the segmentation aspect, seven standard segmentation schemes were selected which are grouped based on customer supporting factors in making purchases, including the quality handling of products in shipping, availability of products, price, warranty and aftersales service, delivery speed, responsiveness, and customer relationship management. Below is a more detailed discussion of each of these aspects, including:

1. Quality Handling of Products in Shipping.

From the aspect of handling product quality in delivery and seen from the customer expectations, customers expect the good quality in product handling, particularly delivery. This can be seen from the packaging given to the selling company which is neat and of course safe, for example using wooden blocks, bubble wrap, and plywood which can assure the product's safety. According to the data that has been obtained, competitor companies and PT Taharica can meet customer expectations with the safety standards of each company's delivery. So, it can be concluded that PT. Taharica has been able to meet customer expectations and also compete with competitors.

## 2. Availability of product.

The second aspect is product availability, customers expect the products they order to be ready in stock or available at least up to 7-14 days. From the competitor's point of view, they can meet the expectations of the customer. Meanwhile, from PT.Taharica they could not meet the customer expectations. Therefore, in this aspect it can be seen that PT. Taharica has not been able to meet customer expectations and is still behind its competitors.

## 3. Price

Furthermore, in its correlation with price, customers expect the prices given to be affordable, reasonable, and competitive. From the competitor companies, it can be seen that they can meet the customer expectations and from PT.Taharica itself also in this aspect can meet the customer expectations. From the existing data, it can be seen that the competitor companies and PT Taharica have met the customer expectations. So, it can be concluded that PT. Taharica has been able to meet customer expectations and compete with competitors.

## 4. Warranty and After Sales Service

From this aspect, customers expect the products they buy are guaranteed for at least one year so that they are ensured that the products are good in quality. Both the competitor companies and PT Taharica have met the customer expectations. So, it can be concluded that PT. Taharica has been able to meet customer expectations and compete with competitors.

## 5. Delivery Speed

Furthermore, in the aspect of delivery speed, the customer expects that the products could be delivered as soon as possible. They expect a maximum delivery of 7-10 working days. Competitor companies can still meet customer expectations, because they can deliver goods with a maximum estimate of 7-12 working days. Meanwhile, PT.Taharica requires a maximum estimation time of

10-15 days. Therefore, from this aspect, it can be seen that PT. Taharica has not been able to meet customer expectations and still behind its competitors.

#### 6. Responsiveness

In this aspect, the customer expects the company or seller to provide a quick response, starting from product information, price information, and other services desired by the customer. Competitors said they were a little slow to respond, this indicates that they were unable to meet customer expectations. Meanwhile, PT Taharica said that they provide fast responses to customers, this can happen because of the less product diversification so it can focus on responding to customers. So, it can be concluded that PT. Taharica has been able to meet customer expectations and is also superior over the competitors.

#### 7. Customer Relationship Management.

The last aspect is customer relationship management, customers expect a particularly good relationship between the customer and the company before, while, and after making a purchase. From the company's competitors, the company has a good relationship with customers. This is evidenced by the existence of repeat orders made by customers, although sometimes there are differences in prices with other companies, customers remain loyal due to trust. This proves that competitors can meet customer expectations. Meanwhile, PT Taharica does not really have good customer relationship management, this is evidenced by the small number of repeat orders made by customers. Therefore, in this aspect it can be seen that PT. Taharica has not been able to meet customer expectations and still behind its competitors.

After identifying the segmentation of PT. Taharica, further targeting was carried out to determine the groups to be served as consumers. PT. Taharica chooses a customer group that prioritizes for responsiveness services. Responsiveness has several different meanings, but in this study, responsiveness refers to time-based competition. According to Sunyoto and Fatonah (2015), it is a policy to help and provide fast (responsive) and accurate service to customers, by delivering clear information.

The selection of responsiveness as the target of PT. Taharica is also supported by the statement of Sousa et. Al (2010) who stated that customer responsiveness is an important factor that significantly and positively affects the firm's performance. Furthermore, the warranty and after-sales service, one-year product warranty and aftersales services such as free training, repairs and maintenance. For product availability, products are waited for or have a lead time of 14-21 days. Finally, customer relationship management, the company serves and handles customer complaints and dissatisfaction, provides service and sales information to customers, and provides consistent service to customers.

Furthermore, the positioning of PT. Taharica, put this company in the minds of customers as a leading provider of industrial equipment and service in Indonesia, especially in responsiveness to customers. The choice of responsiveness is also based on the advantages possessed by PT. Taharica on the responsiveness aspect and as previously mentioned that according to Sousa et. Al (2010) who stated that customer responsiveness is an important factor that significantly and positively affects the firm's performance.

## **5.2. Analysis of Marketing Tactics at PT. Taharica.**

Furthermore, after getting the right positioning, the company is asked to have proper marketing tactics in order to compete with competitors. According to Kartajaya (2010) marketing tactics consists of three main components, namely differentiation, marketing mix, and selling. Differentiation is needed as a core tactic in terms of content, context, and infrastructure. After determining the differentiation to be offered, the next step is to apply this differentiation creatively to the marketing mix. Although selling plays a role as a capture tactic that must also be considered because it is an essential element related to transaction activities and is directly capable of generating income.

### **5.2.1 Analysis of Differentiation at PT. Taharica.**

After getting the right positioning in the minds of customers, PT. Taharica must have differentiation in order to differentiate or have uniqueness compared to other similar companies.



According to Kartajaya (2010), differentiation is all the efforts made by the company to create a difference between competitors with the aim of providing the best value for consumers. To create a strong differentiation, PT. Taharica must concentrate on three things, content, context, infrastructure. Differentiation can be done through various aspects, starting from product, service, process. It can be seen in the sub chapter 4.1 that the targeting and positioning at PT. Taharica is Responsiveness. Due to this responsiveness, the differentiation that PT. Taharica has is identified in the service aspect. However, PT Taharica has products differentiation that leads to differences between the STP based differentiation and that of PT Taharica.

### **5.2.2 Analysis of Marketing Mix (7P) at PT. Taharica.**

After determining the differentiation, the next step is to determine the marketing mix. Table 5.1 shows 2 types of marketing mix consisting of the current marketing mix and the propose marketing mix. Current marketing mix highlights the marketing mix (7P) that is being implemented by PT. Taharica. Meanwhile, the marketing mix proposals appoint to several aspects of the current marketing mix (7P) which according to the researcher, need to be improved to fully support STP.

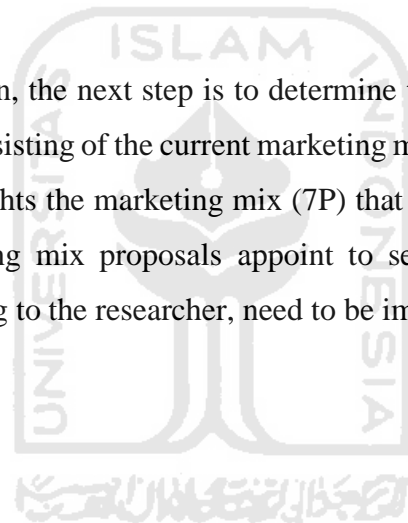


Table 5. 1 Current and Proposed Marketing Mix of PT. Taharica

7P	Marketing Mix 7P at PT. Taharica (Current)	Marketing Mix 7P at PT. Taharica (Propose)
Product	Products sold by PT. Taharica consists of sensors, measuring tools, measurement services. Products offered by PT. Taharica in general is general trading.	No Need Improvement
Price	The price given by PT. Taharica is a competitive and affordable. The price given is surely different for each product depending on specifications.	No Need Improvement
Place	Place / distribution channel carried out by PT. Tahari is a direct distribution to customers	Need Improvement
Promotion	Promotions conducted by PT. Taharica through the website, facebook, online shop. Promotion is also carried out via email and telemarketing.	No Need Improvement
Participant/People	People involved in PT. Taharica consists of each of the fields. Employees of PT. Taharica is obliged to be friendly, polite and neat, in order to make consumers comfortable and have a motivation to find out information about products.	Need Improvement
Physical Evidence	Physical evidence owned by PT. Taharica is an office that consists of various rooms. For marketing activities, the office of PT. Taharica does not use symbols that display information about the products being sold. PT. Taharica	No Need Improvement

7P	Marketing Mix 7P at PT. Taharica (Current)	Marketing Mix 7P at PT. Taharica (Propose)
	also has a catalog to make it easier for customers to see products.	
Process	The process involved in PT. Taharica, among others, receives goods from producers, checks specifications and quality control, repackages, and delivers to customers' addresses. And if you need installation, PT. Taharica representation will come to the customer location	Need Improvement

Below is an explanation of each aspect:



### A. Product

In the product aspect, it can be seen that improvement is not needed for the marketing mix proposal, because the product aspects have been determined by PT. Taharica already experienced by customers. This can be seen from google reviews and testimonials submitted by customers of PT. Taharica. Figure 4.1 shows that 3 out of 43 respondents or 6.97% of customers said that the products from PT. Taharica is in good quality. This is also supported by testimonials, as illustrated in Figure 4.3 said that the products from PT. Taharica is considered as the best product. Another reason why product aspects require no improvement since it has no direct impact on the STP that is owned by PT. Taharica, which is responsiveness.

### B. Price

Furthermore, on the price aspect, it can be seen that the marketing mix proposal does not need improvement, because the price aspect has been set by PT. Taharica that already experienced by customers. This can be seen from google reviews and testimonials submitted by customers of PT. Taharica. Based on the accounts from the informants, it can be concluded that the price given by PT. Taharica is considered as affordable, competitive, and reasonable price. Another reason why the price aspect needs no further improvement since it has no direct impact towards the STP owned by PT. Taharica, which is responsiveness.

### C. Place

In the aspect of the place or distribution channel, it can be seen that the marketing mix proposals need improvement. The place aspect affects responsiveness because choosing the type of place (direct and indirect channel distribution) can affect the speed of goods distributing and responding to customers. In PT Taharica, the distribution channel implemented is a direct distribution channel.

#### D. Promotion

In the promotion aspect, it can be seen that the marketing mix proposal does not need improvement. Promotion does not affect responsiveness yet, on the contrary, responsiveness affects promotion. If responsiveness to customers of PT. Taharica is considered good, indirectly it will become a promotion for PT. Taharica itself. According to Assauri (2013) promotional activities carried out by a company are the use of a combination of promotional elements or equipment, which reflects the implementation of the promotional policies of the company, the combination of promotional elements or equipment is known as a so-called promotional mix. It consists of advertisement, personal selling, sales promotion and publicity. PT. Taharica has carried out mixed promotional activities including:

- a) Advertisement : This advertising can be done by companies through magazines, television, posters or through online media or websites. PT. Taharica carries out advertising activities with online media such as websites, Facebook, online shop and others. Through the website, customers can find out about the latest products, ongoing promotions.
- b) Personal Selling : At PT. Taharica, they are using telemarketing and email selling to sell the products.
- c) Sales Promotion : Sales promotions conducted by PT. Taharica is offered through the website as well as by email.
- d) Publicities : PT. Taharica does publicity through charity and social activities.

#### E. Participant / People

In the participant or people aspect, it can be seen that the marketing mix proposals need improvement. This aspect needs improvement by considering that participants or people can affect responsiveness. Employees in the organization are expected to perform high performance, responsive to customers, process-oriented, involved in leadership and responsible for creating knowledge that can add value to the organization and achieve business success (Moulton et al.,

2006). This proves that if the participant or people from PT. Taharica can provide responsive service to customers, it will provide added value and achieve business success. Another reason why the participant/people aspect needs improvement is illustrated by the results of the google review in Figure 4.1 that indicates only 7% or 3 out of 43 reviewers say that the service they feel is good. While, in Figure 4.2 it can be seen that the competitors of PT. Taharica, namely PT. Kawan Lama has a higher yield than PT. Taharica, as many as 25% or 12 out of 46 reviews said that the service is good.

#### F. Physical Evidence

The narrative from the speakers is sufficient to explain the physical evidence aspects at PT. Taharica. The existing facilities aim to support the process and marketing activities of PT. Taharica. For activity support facilities, there are warehouse and QC rooms. The warehouse space at PT Taharica serves to store products and tools. At PT Taharica there is also a QC room. This room is built for employees who check the quality and condition of the product. For marketing support facilities, PT Taharica provides a catalog that customers can see when visiting the company. The catalog can be accessed via a computer provided by PT Taharica. There is also a TV available at PT Taharica to broadcast the products of PT Taharica, so that customers can find more about the products, hence their opportunities to be bought also increase. Unfortunately, PT Taharica did not provide information on the building that allows the outsiders to know that they are selling industrial equipment.

#### G. Process

In the aspect of the process, it can be seen that the marketing mix proposals need improvement. This is because process is important if a company wants to increase responsiveness. According to Kritchanchai and MacCarthy (1999) the most appropriate tactics are highly flexible processes and workers and excess resources as the means to achieve responsiveness. Below is a procurement (order process) at PT. Taharica. The procurement process consists of plan, source, delivery and return. The flow of process order will be explained clearly in figure 4.6

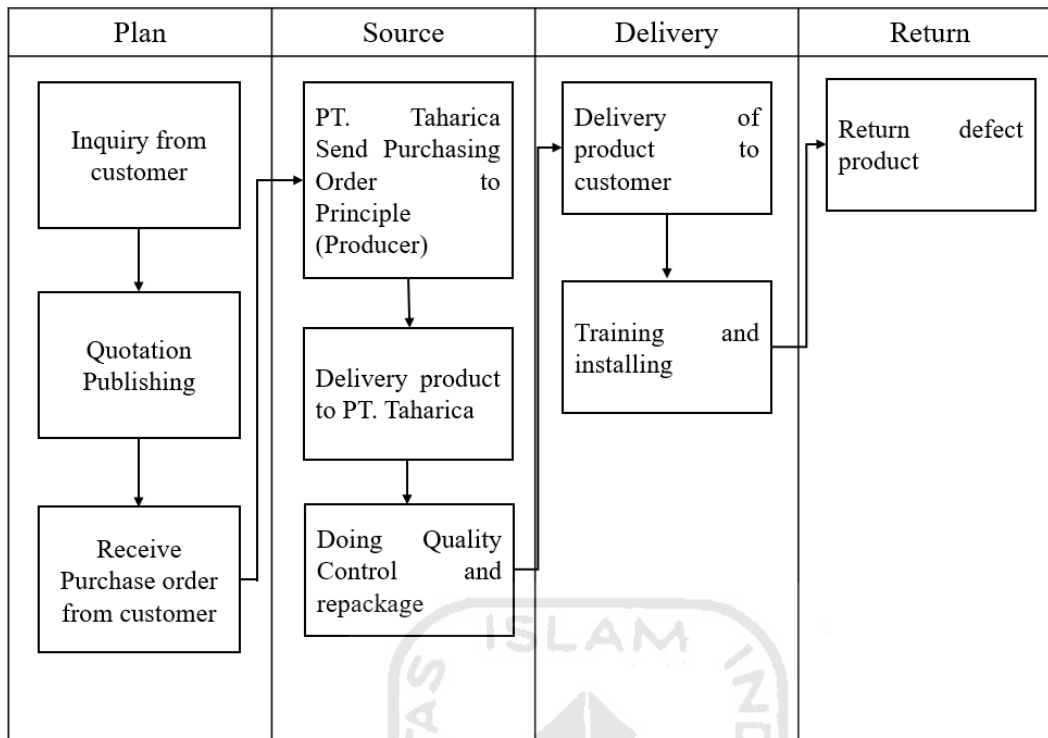


Figure 5. 1 Order Process Flow

PT. Taharica 's order process of product procurement will be explained as follows:

### 1. Plan

Plan is the beginning process of the procurement process. In the planning process, PT. Taharica receives inquiry from customer, next PT. Taharica will publish quotation for customer and PT. Taharica will receive purchase order from customer. After planning the procurement, PT, Taharica will going to next procurement process namely source.

### 2. Source

After receiving purchase order from customer, PT. Taharica send purchasing order to principle (producer), after that product is delivered to PT. Taharica. Next, PT. Taharica will check the quality and repackage it.

### 3. Delivery

After the product is ready. The product will be delivered to customer after the goods are being checked and repackaged, the product will be sent to the customer at a specified time. after the goods are delivered to the customer, then PT. Taharica will conduct training for customers and install the products if needed.

### 4. Return

Return is the process of returning to the manufacturer if an unmet product specification or defect is detected. A certain time will be given to the manufacturer to repair the product as required by the customer. After the repair is done, the product is given to the customer again. If the specification is met for all products, the procurement (order process) process is completed.

## 5.2.3 SCOR Metric

Therefore, the SCOR metrics are arranged on the basis of its attribute, which is explained in Table 4.2, based on the explained business processes of product (order process) procurement above:

Table 5. 2 SCOR Metric

No	SCOR		Metrics	Attribute
	Level 1	Level 2		
1	Plan	Inquiry from customer	RS.3.100 Process Inquiry & Quote Cycle Time.	Responsiveness
2		Quotation publishing	RS.3.93 Obtain & Respond to Request for Quote (RFQ) / Request for Proposal (RFP) Cycle Time.	Responsiveness
3		Receive purchase order from customer	RS.3.99 Plan Source Cycle Time.	Responsiveness
4	Source	PT. Taharica send PO to principle	RS.3.93 Obtain & Respond to Request for Quote (RFQ) /	Responsiveness



No	SCOR		Metrics	Attribute
	Level 1	Level 2		
			Request for Proposal (RFP) Cycle Time.	
5		Doing quality control and repackage	RS.3.95 Pack Product Cycle Time.	Responsiveness
6	Delivery	Delivery product to customer	RS.3.24 Deliver and/or Install Cycle Time.	Responsiveness
		Training dan installing	RS.3.46 Install Product Cycle Time.	Responsiveness
		Sending Invoice	RS.3.48 Invoice Cycle Time. The average time associated with the generation and issuance of an invoice	Responsiveness
7	Return	Return the defect product	RS.3.19 Current customer return order cycle time	Responsiveness

SCOR metrics are performed on the basis of the activity in the Taharica procurement (order process) activity, consisting of plan, source, receive and return activity. The definition of each table of SCOR metrics is explained as follows:

### 1. Planning Process

Planning is the process of arranging the procurement criteria for product. This process needs procurement which consists of inquiry from customer, quotation publishing, and receiving purchase order from customer. The metrics of planning process is arranged based on SCOR approach which will be described as follows:

#### a. Inquiry from customer

Inquiry is the initial stage of this SCOR metric. As the basis of the whole process, this process will be very important. The metrics of this process are structured to avoid any unwanted circumstances in the procurement process. It describes the metrics as follows:

#### a.1 Process Inquiry & Quote Cycle Time

Plan source cycle time is done to find out how much is the average time associated with processing inquiries and quotes.

#### b. Quotation publishing

Publishing a quotation is done to provide the customer with an offer letter after a request has been made by the customer. In order to avoid any unwanted conditions in the process that may affect another process, the metrics of this process are structured. This explains the metrics as follows:

##### b.1 Request for Quote (RFQ) /Request for Proposal (RFP) Cycle Time.

Plan source cycle time is done to find out how long the average time that should be taken associated with obtaining and responding to RFQs/RFPs.

#### c. Receive purchase order from customer

Receive purchase orders from customers can be made after the customer receives the quotation and matches what the company has offered. In order to avoid any unwanted conditions in the process that may affect another process, the metrics of this process are structured. This explains the metrics as follows:

##### c.1 Plan Source Cycle Time.

Plan source cycle time is done to find out how much is the average time associated with planning source activities

## 2. Source Process

Source is the process to procure the product. PT. Taharica will send purchasing orders to the principle of buying products which will be assessed by the quality control from PT. Taharica. The metrics is arranged to prevent any undesirable situation of the procurement process of product. The metrics of source process is arranged based on SCOR approach which will be described as follows:

a) PT. Taharica send PO to principle

PT. Taharica sends purchasing orders to manufacturers to buy products that are desired by customers. In order to avoid any unwanted conditions in the process that may affect another process, the metrics of this process are structured. This explains the metrics as follows:

a.1 Request for Quote (RFQ) /Request for Proposal (RFP) Cycle Time.

The time of the plan source cycle is done to determine how long the average time associated with obtaining and responding to RFQs / RFPs is.

b) Doing quality control and repackage

In order to ensure that the product and specifications are in line with customer requests, the company will perform quality control and re-packaging the products sent by the manufacturer. The metrics of this process are structured in order to avoid any unwanted conditions in the process that may affect another process. It clarifies the metrics as follows:

b.1 Pack Product Cycle Time.

The time of the plan source cycle is done to determine how long the average time associated with packing a product for shipment.

### 3. Delivery

Delivery is the process of sending product from producer or from PT Taharica to customer. The metrics of receive process is arranged based on SCOR approach which will be described as follows:

a. Delivery product to customer

Product delivery to customers is a process used by the customer to deliver products that have been ordered. The metrics of this process are structured in order to avoid any unwanted conditions in the process that may affect another process. It clarifies the metrics as follows:

a.1 Deliver and/or Install Cycle Time.

The time of the plan source cycle is done to determine how long the average time required to deliver and install product.

b. Training and installing

Training and installing carried out by PT. Taharica after the product reaches the customer. The metrics of this process are structured in order to avoid any unwanted conditions in the process that may affect another process. It clarifies the metrics as follows:

b.1 Install Product Cycle Time.

The time of the plan source cycle is done to determine how long the average time associated with product installation.

c. Sending Invoice

After the product is installed and training is carried out, PT. Taharica will send an invoice to the customer. In order to avoid any unwanted conditions in the process that may affect another process, the metrics of this process are structured. This explains the metrics as follows:

c.1 Invoice Cycle Time.

The time of the plan source cycle is done to determine how long the average time associated with the generation and issuance of an invoice.

#### 4 Return Process

Return is the process of returning the item that has been ordered by the customer. For some reasons, the returning process is performed, such as the item that has not been produced as the required specification, defect item, etc. The metrics for returning items are arranged to avoid any unwanted

conditions when the return process is completed. The return process metrics are arranged on the basis of the SCOR approach, which is described as follows:

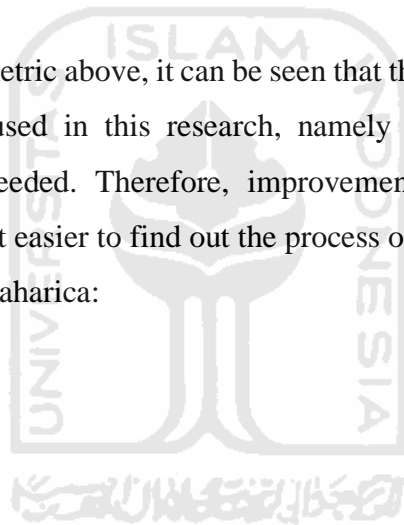
a. Return the defect product

If there is a mismatch between requests and items received, clients will return the items they ordered and also return defective items. In order to avoid any unwanted conditions in the process that may affect another process, the metrics of this process are structured. This explains the metrics as follows:

a.1 Current customer return order cycle time.

The time of the plan source cycle is done to determine how long the average time of customer return order cycle time.

After looking at the SCOR metric above, it can be seen that the process flow owned by PT. Taharica has an attribute that is used in this research, namely responsiveness. To increase responsiveness, improvement is needed. Therefore, improvement is needed in the process contained in PT. Taharica, to make it easier to find out the process owned by PT. Taharica, below is the order process flow from PT. Taharica:



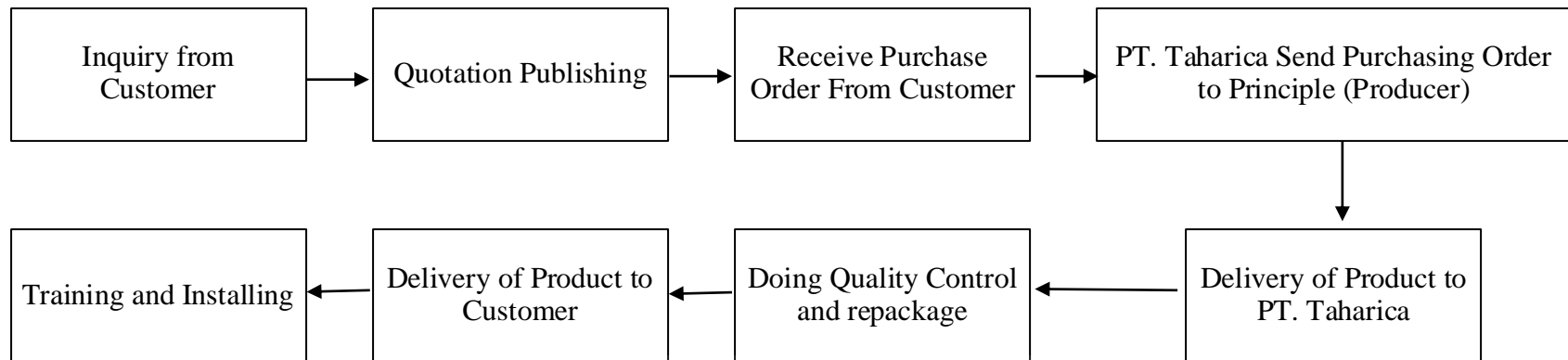


Figure 5. 2 Process Order Flow at PT. Taharica

Each activity from the above process has a different estimated time. The resulting time estimate affects the speed of PT. Taharica in processing customer orders. This time estimation is based on optimistic, normal, and pessimistic. Below is a table of time estimates in days:

Table 5. 3 Expected Time

Activity	Predecessor	Time estimates			Expected Time
		Opt. (O)	Normal (M)	Pess. (P)	
Inquiry from customer	-	1	3	5	3
Quotation publishing	Inquiry from customer	2	3	4	3
Receiving purchase order from customer	Quotation publishing	3	4	7	4,33
PT. Taharica send Purchasing order to principle	Receiving purchase order from customer	2	3	4	3
Delivery of product to PT. Taharica	PT. Taharica send Purchasing order to principle	7	10	14	10,16
Doing QC and repackage	Delivery of product to PT. Taharica	1	3	4	2,83
Delivery of Product to customer	Doing QC and repackage	7	10	12	9,83
Training and Installing	Delivery of Product to customer	2	4	7	4,17

The expected time are calculated based on the optimistic, normal, and pessimistic time of each activity as below:

A. Expected time for Inquiry

$$Te = \frac{1 + 4(3) + 5}{6} = 3$$

B. Expected time for quotation publishing

$$Te = \frac{2 + 4(3) + 4}{6} = 3$$

C. Expected time for receiving purchase order from customer

$$Te = \frac{3 + 4(4) + 7}{6} = 4,33$$

D. Expected time for PT. Taharica send purchasing order to principle

$$Te = \frac{2 + 4(3) + 4}{6} = 3$$



E. Expected time for delivery of product to PT. Taharica

$$Te = \frac{7 + 4(10) + 14}{6} = 10,16$$

F. Expected time for doing QC and repackage

$$Te = \frac{1 + 4(3) + 4}{6} = 2,83$$

G. Expected time for delivery of product to customer

$$Te = \frac{7 + 4(10) + 12}{6} = 9,83$$

H. Expected time for training and installing

$$Te = \frac{2 + 4(4) + 7}{6} = 4,17$$

The total expected time to complete the above processes based on accumulation of each process. So, the total expected time is 40,32 days.

To maintain the process of product procurement (order process) at PT. Taharica, the key performance indicator (KPI) is designed. The KPI is used to assess the performance of procurement. Table 5.5 shows the key performance indicator of product procurement (order process) at PT. Taharica.

Table 5. 4 Activity Time

No	Activity	Time (days)	Quantity
1	Inquiry from Customer	3	10
2	Quotation Publishing	3	-
3	Receive purchase order from customer	5	-
4	PT. Taharica send PO to principle	3	-
5	Doing quality control and repackage	3	-
6	Delivery product to customer	10	-
7	Training dan installing	5	-
8	Return the defect product	3	-

From the table above, it can be seen that the time required for each activity is obtained from the expected time calculated using PERT. After obtaining the time needed for each activity, the actual percentage of KPI will be calculated. Below is the formula to Calculate the Actual (%) KPI are:

1. Inquiry from Customer.

Inquiry owned by PT. Taharica is ten, this is obtained from the expected time, which is three days so that in a month the average inquiry obtained is ten, so the results are:

$$\frac{7}{13} \times 100 = 76,9$$

## 2. Quotation Publishing

The time required for PT. Taharica to issue a quotation is three days, so the results were:

$$\frac{3}{10} \times 100 = 30$$

## 3. Receive purchase order from customer.

It takes 5 days for PT. Taharica to receive and process purchase orders from customers, so the results are:

$$\frac{2 - 5}{2} \times 100 = 0$$

Zero results are obtained because these results are outside the lower limit of 0%.

## 4. PT. Taharica send PO to principle

The time required by PT. Taharica to send the PO to the principle is three days so that the results are obtained:

$$\frac{3}{10} \times 100 = 30$$

## 5. Doing quality control and repackage

The time required by PT. Taharica for doing quality control is three days, so the results are:

$$\frac{1 - 3}{1} \times 100 = 0$$

Zero results are obtained because these results are outside the lower limit of 0%.

## 6. Delivery product to customer

The time required for PT. Taharica for delivery of its products to customers is 10 days, so the results are:

$$\frac{7 - 10}{7} \times 100 = 0$$

Zero results are obtained because these results are outside the lower limit of 0%.

#### 7. Training dan installing

The time needed to train and install the product is five days, so the results are:

$$\frac{2-5}{2} \times 100=0$$

Zero results are obtained because these results are outside the lower limit of 0%.

#### 8. Return the Defect Product

The time taken to return the product is three days, so the results are:

$$\frac{3 - 0}{3} \times 100 = 100$$

Table 5. 5 Key Performance Indicator

Business Process	Activity	Key Performance Indicator (KPI)			Actual (%)
		Description	Formula	%	
Plan	Inquiry from customer	Got 13 customer in a month.	$\frac{\text{Total inquiry}}{13} \times 100$	100	76,9
	Quotation publishing	Directly published	$\frac{\text{Total days to publish quotation}}{10} \times 100$	100	30
	Receive purchase	PT. Taharica receive PO	$\frac{2 - \text{process days}}{2} \times 100$	100	0

Business Process	Activity	Key Performance Indicator (KPI)			Actual (%)
		Description	Formula	%	
	order from customer	from customer less than 2 days			
Source	PT. Taharica send PO to principle	Directly send PO to principle	$\frac{\text{Total days to send PO to principle}}{10} \times 100$	100	30
	Doing quality control and repackage	Quality control is done in a day.	$\frac{1 - \text{process days}}{1} \times 100$	100	0
Delivery	Delivery product to customer	Delivery product to customer less than 7 days	$\frac{7 - \text{process days}}{7} \times 100$	100	0
	Training dan installing	Training and installing doing by PT Taharica less than 2 days	$\frac{2 - \text{process days}}{2} \times 100$	100	0
Return	Return the defect product	Return defect product less than 3 days	$\frac{3 - \text{late days}}{3} \times 100$	100	100

In the table above. In this process, there are several steps that can be improved to speed up the order process. These steps can be improved because the activities within can be directly controlled by PT. Taharica. These steps are:

#### A. Quotation Publishing dan Sending Purchasing Order to Principle (Producer)

In this quotation publishing step, it takes about 2 days to process and issue quotations, while sending purchasing orders to principle takes 3 days to process and send. Quotation itself is an offer letter or a list of agreements compiled from PT. Taharica for customers. This step takes 2 days due to product searches and prices that match the request or inquiry from the customer. Meanwhile, a purchase order is a document that contains a request for stock and sent from PT. Taharica to the principle. This step takes 3 days to make and check the demand for goods, quantity of goods, specifications that PT. Taharica to the principle.

#### B. Quality Control and Repackage

In this step, the process of quality control and repackage takes one day to be accomplished. It is due to the limited capacity (number) of people and time in performing quality control, and also waiting in line to do quality control on other products.

Meanwhile, at other steps, such as inquiry, product delivery from producer, product delivery to customer, and training and installing, this cannot be improved since the activities cannot be controlled unilaterally by PT. Taharica.

### **5.2.4 Analysis of Selling at PT. Taharica.**

After doing the marketing mix, to strengthen marketing tactics, selling aspects are needed. Selling itself is a technique in persuading or convincing consumers on the products being sold, there are

solutions or more benefits for them. In this selling aspect, PT. Taharica uses salesmen as the spearhead of sales in the company. The majority of sales at PT. Taharica only uses telephone, e-mail and website to offer and sell its products. Sales PT. Taharica is felt to be less active and maximal in offering its products. Whereas according to Kartajaya (2010), salesmen are required to have high mobility physically because of the many field activities they have to do. Starting from hunting for new prospects, making presentations to prospective customers, negotiating for pricing, to regular visits just to maintain relationships.

### **5.3. Analysis of Marketing Value at PT. Taharica.**

Marketing value is created with the hope of increasing customer satisfaction, as stated by Kartajaya (2001) that marketing values is a set of values developed by companies through brands, services, and processes in the hope of increasing customer satisfaction. Companies that will be able to win the competition in the era of economic globalization are companies that can implement marketing value through brands, services, and processes in every activity. In this study, the marketing value that companies can develop to improve customer satisfaction is through service value.

To achieve service value, improvement is needed in marketing tactics, especially in marketing mix (7P) and selling. In the marketing mix, not all aspects need to be improved, only the place, people, and process aspects need improvement. Following are the improvements that can be made in these three aspects:

#### **A. Place**

In the place aspect, it is known that PT. Taharica chooses direct distribution as its distribution channel. This can reduce efficiency in product delivery to customers. According to Kurfiyati (2003) the use of intermediaries (indirect distribution channels) will significantly reduce the company's work in order to achieve a very high level of efficiency and to meet the target market.

Therefore, in the aspect of place or channel distribution, the improvement will be proposed, changing the selection of direct channel distribution to indirect. Indirect distribution here means using a retailer or reseller. Thus, product delivery to the customer becomes faster.

## B. Participant/People

In this aspect, it is identified that PT. Taharica has problems with the employees. Some employees were unable to respond quickly to request for information and complaining. This is because employees are less reliable in communicating with customers. Improvement which can be done by PT. Taharica on the participant / people aspect, by conducting training for employees of PT. Taharica, especially employees who interact directly with customers. Training and development are all efforts made to improve employee performance through increasing their abilities and knowledge by participating in training or learning (Widodo, 2015). According to Hasibuan (2016) development or training aims to improve service better from employees to company customers, because the provision of good service is a very important attraction for the partners of the company concerned. Therefore, training is needed by PT. Taharica to improve service to customers.

In addition, things that can be done, by adding SOPs when dealing with customers in order to ensure that employees of PT. Taharica provides good and responsive service. A standard operating procedure is a work order in written form, which is intended to guide activities in normal circumstances so that it can also be used so that a job can comply with regulations or standards that apply in one place. According to Farhatani and Wulandari (2014), with employees knowing the SOPs made, work efficiency and effectiveness can be achieved so as to increase the speed of providing outpatient medical record documents. It can be concluded that, if PT. Taharica provides SOPs to employees, so PT. Taharica can increase service speed or responsiveness to customers. So that by giving training and SOPs to employees of PT. Taharica is expected to produce fast and satisfying service.



### C. Process

Furthermore, in the process aspect, it is identified that PT. Taharica has a problem in processing customer orders. There are several processes that can be improved, namely, quotation publishing, sending POs, and quality control and repackage. Improvement that can be done by PT. Taharica using the Enterprise Resource Planning (ERP) system. Enterprise Resource Planning itself is a business solution for information technology (IT) that allows construction companies and their contractors to effectively and efficiently manage capital projects throughout the lifecycle of the project (Shadi AboAbdoa, 2019). According to Sarkis and Sundarraj (2003), the response time after the implementation of the Texas Instruments (TI) ERP system exceeded expectations, receiving a response within three seconds for 90 percent of transactions worldwide. Therefore, if the ERP system can be implemented at PT. Taharica, this will automatically shorten the time for this process and of course will increase responsiveness. If these improvements can be implemented, this can improve fast service in the order process.

### D. Selling.

Selling aspect, PT. Taharica has a problem with the company's sales that seem passive, because it only sells and markets his products via email, telemarketing, and websites. Improvement which can be done by PT. Taharica is to make the salesmen more active. Several customers of PT. Taharica feels that the company is lacking in customer relationship management. With the change in sales that previously seemed passive to be active, of course it will improve customer relationship management and of course will provide responsive service to customers of PT. Taharica. This is supported by a statement from Croteau and Li (2003) as a customer-oriented strategy, CRM aims at creating and increasing customer satisfaction, customer loyalty and customer retention by providing individual customers with specific, responsive and unique services. So that PT. Taharica can respond to problems and provide fast and precise solutions.

From the results of the improvement in the aspects above, the resulting value can be given to customers. The value generated is different from the value held by other companies. This value supports PT. Taharica in order to become a responsive company so that it can compete in the market share of industrial equipment.

1. Prompt Delivery.
2. Capable human resources, so as to achieve fast and satisfying service.
3. Fast order process without compromising on Quality.
4. Get closer to the customer by providing fast and precise solutions.

The following table 5.3 is a collection of marketing components that already existed in PT. Taharica and those which will be proposed by the researcher.

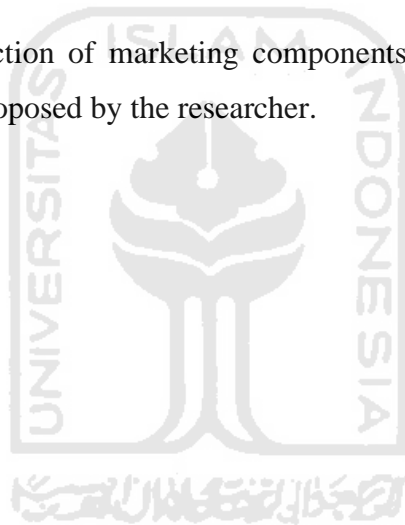


Table 5. 6 Marketing Components Current and Propose of PT. Taharica

Marketing Components		PT. Taharica (Current)	PT. Taharica (Propose)	Reference
Marketing Strategy	Segmentation	-	<p>Seven standard segmentation schemes:</p> <ol style="list-style-type: none"> <li>1. Quality handling of products in shipping</li> <li>2. Availability of products</li> <li>3. Price</li> <li>4. Warranty and aftersales service</li> <li>5. Delivery speed</li> <li>6. Responsiveness</li> </ol>	p. 57-59
	Targeting	-	The target selected is responsiveness, warranty and aftersales service, product availability, and customer relationship management.	p. 59-60
	Positioning	-	PT. Taharica put his company in the minds of customers as a leading provider of industrial equipment and service in	p. 60

Marketing Components		PT. Taharica (Current)	PT. Taharica (Propose)	Reference	
			Indonesia, especially in responsiveness to customers.		
Marketing Tactics	Differentiation	Product differentiation.	Service differentiation.	p. 60-61	
	Marketing Mix (7P)	Product	General trading tools and services. The tools offered range from sensors, measuring instruments, and measurements service.	General trading tools and services. The tools offered range from sensors, measuring instruments, and measurements service.	p.64
		Price	Affordable, competitive and reasonable.	Affordable, competitive and reasonable.	p.64
		Place	Direct distribution	Indirect distribution	p.64
		Promotion	Promotion through websites, social media, online shops, telemarketing, and publicities.	Promotion through websites, social media, online shops, telemarketing, and publicities.	p.65
		People	Employees owned by PT. Taharica sometimes a little slow in responding to customer requests.	Employees are expected to be trained and given further SOPs as the problem solving.	p.65-66
		Physical Evidence	Office building: 1. QC Room 2. Waiting room	Office building: 1. QC Room 2. Waiting room	p.66

Marketing Components		PT. Taharica (Current)	PT. Taharica (Propose)	Reference
		3. Facility for customer.	Facility for customer.	
	Process	Not using an ERP system and conducting training to employees.	Using an ERP system and conducting training to employees	p.66-71
	Selling	Selling only using websites, telemarketing, and email.	Selling is even more active by hunting for new prospects, making presentations to prospective customers, negotiating for pricing, to regular visits just to maintain relationships.	p.71-72
Marketing Values	Service Value	-	<ol style="list-style-type: none"> <li>1. Prompt Delivery.</li> <li>2. Capable human resources, so as to achieve fast and satisfying service.</li> <li>3. Fast order process without compromising on Quality.</li> <li>4. Get closer to the customer by providing fast and precise solutions.</li> </ol>	p.72-75

● Propose through improvement

## CHAPTER VI

### CONCLUSION AND RECOMMENDATION

#### 6.1 Conclusion

##### 6.1.1 Determination of Segmentation, Targeting, and Positioning.

###### A. Segmentation.

Segmentation at PT. Taharica is quality handling of products in shipping, availability of products, price, warranty and after sales service, delivery speed, responsiveness, and customer relationship management.

###### B. Targeting.

Targeting that chosen by PT. Taharica is a customer group that prioritizes responsiveness services. Furthermore, the warranty and after-sales service, one-year product warranty and aftersales services such as free training, repairs and maintenance. For product availability, products that are in the waiting process for or have a lead time of 14-21 days. Finally, customer relationship

management, the company serves and handles customer complaints and dissatisfaction, provides service and sales information to customers, and provides consistent service to customers.

### C. Positioning.

In terms of positioning, PT. Taharica put the company in the minds of customers as a leading provider of industrial equipment and service in Indonesia, especially in responsiveness to customers.

## **6.1.2 Determination of Marketing Tactics.**

### A. Differentiation

Differentiation owned by PT. Taharica is product differentiation, but the researcher proposes to change the product differentiation into service differentiation to match the positioning owned by PT. Taharica.

### B. Marketing Mix

In this marketing mix, there are 7 aspects, the first is the product. Products at PT. Taharica is a product that related to industrial equipment and services, ranging from sensors, measuring instruments, and measurement services. Then price, the price given by PT. Taharica is an affordable, competitive and reasonable price. The previously used place employs direct distribution, but researchers suggest using an indirect distribution. Promotion by PT. Taharica uses a website, online shop, social media, telemarketing, and publicities. Next is participant / people, the employees of PT. Taharica's are sometimes a little slow in responding to customer requests. It is caused by the accumulation of work from employees due to the many requests for information

or orders from customers. However, researchers suggest providing training and SOPs to employees of PT. Taharica. Physical evidence at PT. Taharica is located in its office building, namely, QC rooms, warehouses, customer waiting rooms and facilities for customers. And the last is process, in which a process owned by PT. Taharica covers inquiry from customer, quotation publishing, and receive purchase orders from customers. PT. Taharica send purchasing orders to the principle, delivery of product to PT. Taharica, performing quality control and repackage, delivering the product to customer, and conducting training and installing for the customer.

### **C. Selling**

Previously, selling at PT. Taharica seemed passive, but researchers suggest PT. Taharica to be more active in reaching out the customers by doing hunting for new prospects, making presentations to prospective customers, negotiating for pricing, to regular visits just to maintain relationships.

#### **6.1.3 Determination of Marketing Values**

The value that can be provided through service value. This value supports PT. Taharica in order to become a responsive company so that it can compete in the market share of industrial equipment.

1. Prompt Delivery.
2. Capable human resources, so as to achieve fast and satisfying service.
3. Fast order process without compromising on Quality.
4. Get closer to the customer by providing fast and precise solutions.



## 6.2 Recommendation

The author highly recommends the company to implement what has been proposed to PT. Taharica. This aims to achieve the service value set by the author, so that PT. Taharica can improve customer satisfaction. After this was implemented, PT. Taharica must continue to evaluate the results of the resulting service value. So that companies can find out which ones that need to be improved to achieve better service value. However, this service value should consider the costs that will be spent by PT. Taharica. So that companies can find out the extent to which decisions or improve provide benefits that are greater than the costs incurred.



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