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BUSINESS STRATEGY FORMULATION AND IMPLEMENTATION FOR CETAKBDG

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Cetakbdg is a printing service company operating since March 2014. Cetakbdg was established because of the experience of one owner in the printing business. Cetakbdg focuses on the services offered to its customers, especially in terms of product quality and excellence additional services.

Since it was founded Cetakbdg continues to get positive earnings each month, but with the lack of management of the company, it made Cetakbdg face problems such as lack of promotional activity and unstable in cash flow. Currently, Cetakbdg's biggest sales comes from Telkom University academic community. On the other hand, competitors has began to expand its market by expanding the types of production and markets. Based on the information, Cetakbdg needs to formulate strategy in order to improve, sustain, and win the competition

The objective of the final project is to provide an appropriate strategy for Cetakbdg to use business strategy formulation at the business directional, level, and functional of the company to help Cetakbdg maintain and develop its business. To formulate the strategy, analisis of both internal and external environment used to identify opportunities and threats of the industry as well as the strengths and weaknesses of the company.

Tools to analyze the external environment are PESTLE, Porter Five Forces, and competitor analysis. In the other hand, the internal environment analysis composed of resource analysis and capabilities analysis. Result of PESTLE shows that printing service industry is still growing and promising a great opportunity. Result of Porter Five Force shows that the level of competition in this business is moderate. The competition is occurs on how we serve the customer need, how good the quality of product and service. Result of resource analysis and capabilities analysis show Cetakbdg has limitations in human resources and operations. The conclusion of all the analysis are resulted in the details of SWOT analysis and then formulated into IFAS and EFAS. Next by using by Strategic Analysis Factor and directional strategy to find stage of Cetakbdg as a company.

The first results of the analysis using Strategy Factor Analysis suggests that Cetakbdg is now at the stage of growth. While the business strategy taken by Cetakbdg is differentiation. This indicates that Cetakbdg needs a strategy to focusing on growth and differentiation strategy to increase sales, organizational restructuring, and improve the operations of the company.

In implementing the strategy that had been developed, it will involve all the company's internal Cetakbdg's such as finance, marketing, human resources, and operations. The implementation plan strategy consist of program activities, action steps, person in charge, time to start, time to end, and budgeted. The final results to achieved from the implementation of this strategy is to increase sales, network and enterprise business scale. This strategy needs to be monitored and measured the success of it to determine whether the strategies implemented is achieve the target or not.

Keywords: printing, service industry, business strategy formulation

1. Introduction

According to indonesiaprintmedia article, the survey results were published in 2008, Asia still has a 30 % markets of printing industry. It is estimated that this figure will increase to 35 % in 2014. The global financial crisis had a major impact on the collapse of the printing industry in the United States and Europe, so that industrial activity shifted to Asia. Until 2008, the printing industry's market reached US \$ 700 billion. In 2014, the percentage expected to increase by 10 % to US \$ 770 billion. China, for example, in 2014 predicted to increase up to 100 %.

The printing industry in Indonesia is now more competitive than the condition in the 1990's. Small-scale printing in Jakarta estimated at 2,000 units. The total industrial printing services in the country, approximately 80 % concentrated in Jakarta. In 2014, Indonesian printing market expected to grow by 40 %. Data from Badan Pusat Statistik Indonesia shows that Indonesia Gross Value added (GVA) especially in the printing & publishing industry grew from 40.277 billion in 2010 to 52.037 billion in 2013.

Cetakbdg is a start up printing and document services company with printing product and its kind. Cetakbdg founded since March 2014. Until now Cetakbdg has an small office with two full-time staff, and two outsourced employees paid per project. At the end of 2014, Cetakbdg expected to get a turnover about 220 Million rupiah. In the printing production, Cetakbdg is producing the printing's products using these following tools : offset, outdoor printing, indoor printing, and digital laser printing.

After a few months, in terms of revenue, Cetakbdg as start-up company have the opportunity to further increase and improve as a company. On the other hand, competitors in Telkom University area began developing their printing services outside of their specialty to capture more sales. Based on the information, Cetakbdg needs to formulate strategy in order to improve, sustain, and win the competition.

2. Business Issue Exploration

Cetakbdg issues are formulation strategic actions in order to improve company and win competition especially in Telkom University academic community. The objective of this study is to solve the business issue that being faced by Cetakbdg. The conceptual framework explained step by step that will be used to analyzing the business issue, and to resolve the problem is illustrated in Figure 1.

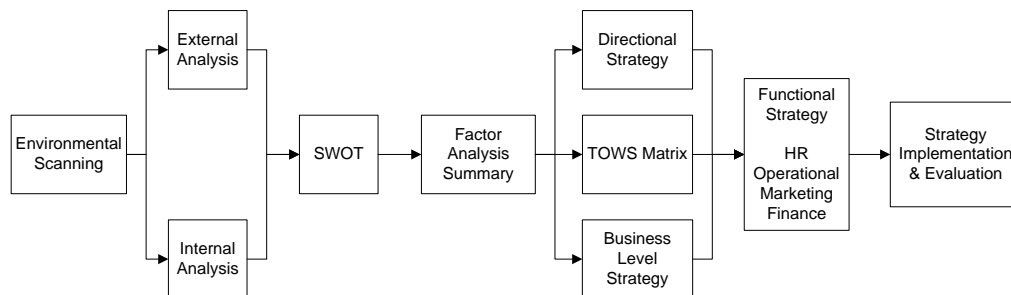


Figure 1 Conceptual Framework

Environmental Scanning

PESTLE

Political : The Government through the Ministry of Cooperatives and Small and Medium Enterprises since a few years ago has promoting entrepreneurship programs. Government policies in helping SMEs ranging from funding issues, legalization, taxation, training, and mentoring.

Economic : The printing and publishing industry grew from 40.277 billion in 2010 to 52.037 billion in 2013. GDP percapita of Indonesia grows from \$2,178 in 2008 to \$3,557 in 2012. Economic growth and the increasing of purchasing power will indirectly help the printing business in getting more printing orders. On the other hand, base price of basic commodities continue to increase like electricity, gas, fuel, etc which impact on the rising of basic price's printing.

Social : Indonesia middle class is projected to double to 141 million consumers by 2020 and economists forecast a growth rate of 6-7% for each of the next five years. This is an opportunity for printing service to expand and penetrate the market. Education environment, especially in college, wants good quality printing results with good service too. This also applies to SMEs in the field of design and fashion. One of the growth strategy of Telkom University is by making a lot of academic activities such as conferences, seminars, marketing, and others which need printing service to support the activities. Human resources availability to the printing industry is quite a lot. On the other hand, experts in printing industry that graduated from higher education is still very limited.

Technological : The growth of information and communication technology will facilitate companies to more easy and intense communicate with customers, suppliers and vendors. Internet will also make customers be able to search for the information as much as possible that make customers more aware about the quality of the product and the price of the product. A lot of printing technologies came from abroad such as Germany, Japan, and China and sold at very expensive price in Indonesia. So it takes a huge capital to get the latest printing technology.

Legal : The existence of copyright laws, where the right to publish and printing the book owned by the author or any other party who is given permission to do. This makes printing business can not do the printing and publishing of books that have been copyrighted. No regulation that limit the growth of SMEs printing business will lead to many new entrants and competitors in the industry. Payment systems in many company or academic activities that require time and bureaucracy. So the company needs for initial capital in the printing transaction.

Environmental : Help of the government, associations, and the business community are expected to overcome the issue of SME business expansion. Another issue in the printing business is the use of friendly environment's materials and paperless.

Porter's Five Forces

Threat of new entrants : Opportunities to open printing business in southern Bandung area especially around Telkom University area is still very large because there are just a few printing business and the price is quite expensive. So the threat of new entrants would be faced, but to starting printing business with self production need huge capital and experince in printing business. (High)

Threat of substitute products or service : One example of substitution service is photocopying business. Photocopying have real time production but the product is limited in black and white color and low quality. So that photocopying business can be substituted only a small portion of printing products. while the price offered is only slightly cheaper. (Low)

Bargaining power of customers : Customers have the flexibility to move to other competitors with ease, but the market of Cetakbdg is customers who want an easy process, convenient, and good quality. So as to move to other printing services, customers need to search again and try the printing services that fit their specifications. (Moderate)

Bargaining power of suppliers or vendors : Supplier of business printing like paper shops are available very much as well as printing vendors. With so many suppliers and vendors will minimize delays in production and raise the price negotiations and quality. (Low)

Intensity of competitibe rivalry : In Telkom University area there are two printing services which has a strategic place, but their printing is only focused on the production of outdoor printing, although they receive order printing outside their specification like paper based printing. The two printing services currently has a long processing time for because of they have a lot of orders. so it can be concluded that the market is still large in Telkom University area. For cases outside the city, especially outside the island of Java, price of printing is very expensive. So customers outside Java which require large production printing take the printing service at big city in Java. (Moderate)

Based on the analysis above, it can be conclude that the level of competition is moderate. The competition is occurs on how we serve the customer need, how good the quality of product and service, and value added service.

Competitor Analysis

Michael Porter presented a framework for analyzing competitors. This framework is based on the following four key aspects of a competitor consist of competitor's objectives, competitor's assumptions, competitor's strategy, and competitor's capabilities. Objectives and assumptions are the thing that drive the competitor, and strategy and capabilities are the thing that the competitor is doing or is capable of doing.

Table 1 Competitor Analysis

Key Aspect	D Star	Trapesium
Future Objectives	Customer satisfaction and outdoor printing focus	Trapesium will strengthen their outdoor and indoor printing in Southern Bandung
	D Star will strengthen their market in another area	
Current Strategy	One Stop Printing focused on outdoor printing	One Stop Printing focused on outdoor and indoor printing
	Management production, waiting for printing order	Take all printing order
Assumption	-	Strong Team
Capabilities	Good production management	Has marketing division

	Has Outdoor printing machine	Has outdoor and indoor printing machine
	Pioneer printing business in Telkom University area	Unproductive digital laser machine
		Sometimes lack production management

Originally competitors have a different focus from Cetakbdg production, where competitors are focusing on outdoor printing while Cetakbdg focus on digital laser and offset. With the growing demand of the market, Cetakbdg accept outdoor printing and indoor printing. Likewise competitors start the expansion by taking the services of laser printing and offset printing.

Business Model

Business model canvas will used to analyze situation of Cetakbdg

KEY PARTNERS Vendors Suppliers Community Friends	KEY ACTIVITIES Communication with customer Design & Layout Printing production Finishing	VALUE PROPOSITIONS Comfort and convenience Quality Customize Guarantee Slightly price	CUSTOMER RELATIONSHIP Good Service Weekend order Free Consultation Free printing order	CUSTOMER SEGMENTS University academic community Friends SME Community
	KEY RESOURCES Gadget & Internet Communication & Negotiation Skill Designer Vechile		CHANNELS Person to person Formal & Informal Communication Technology Phone, Email, IM	
COST STRUCTURE Employee Salary Operational Cost Suppliers and Vendors Marketing and Promotion			REVENUE STREAMS Printing service Design service Merchandise	

Figure 2 Cetakbdg Business Canvas

Resource Analysis

Tangible

The tangible asset of Cetakbdg has not well organized because Cetakbdg does not have standar design and only has a few tangible assets.

- Financial Resource : Internal Funding about 50 million rupiah
- Organizational Resource : Many dual position
- Physical Resource : Small office and standar printing office
- Technological Resource : Website, email, instant messaging

Intangible

- Human Resource : Limited human resources
- Relational Resource : Good customer loyalty and customer relationship
- Knowledge and Informational Resources : Standard customer database
- Reputational Resource : High price with high quality product and service

Capabilities Analysis

- Human Resource : There are an experienced in management team
- Marketing : Cetakbdg brand has been known in partially Telkom university Academic Community and TDA community
- Operation : Optimal operating cost
- Finance : Financial resource of Cetakbdg are from internal funding and debt

SWOT Analysis

Strengths

- Positive sales and profit
- Quality of service and value-added services
- Experience and knowledge about printing business
- The use and knowledge of Information Technology
- Quality of product
- Strong customer relationships
- Print on demand / Customize

Weaknesses

- Limited Human Resource
- Slightly more expensive
- Production largely depends on the vendor, vendor working time and capacity
- Do not have a strategic place
- Limited capital

Opportunities

- Network to multiple campuses and communities
- Potential market
- Many vendors with good production, cheap price, and could owe over a long time (1-2 months)
- Printing needs will continue to exist, growth of printing industry
- Other printing businesses do not pay attention to quality and additional service
- Government support for SMEs
- Availability of human resource
- Capital Access

Threats

- Paperless policy
- Basic pricing policies change frequently and tend to rise.
- Expansion of competitor

Root Cause

From the analysis of internal and external, are found some of the root causes of the problems faced by Cetakbdg :

- Limited human resources resulted in the limited number of orders that can be accepted, production limitations, and the number of customers.
- Lack of promotional activity, Cetakbdg doesn't have promotion program.
- There is no strategy guide and strategy plan.
- Unclear jobdesk, many dual position, sometimes take all jobdesk

3. Business Solution

Factor Analysis Summary

The analysis of the company situation will be used factor analysis summary consisting of External Factor Analysis Summary (EFAS), Internal Factor Analysis Summary (IFAS), and Strategic Factor Analysis Summary (SFAS). These tools needed to analyze Cetakbdg strategy and formulate a new strategy.

The weighted score method is the multiply of weight and rating. The weight and rating based on management respond. The highest weighted score of EFAS and IFAS will appears in SFAS. The minimum score that will appears in SFAS is 0.299. The total weighted score for an average industry is 3.0. Steps in determining the weight and rating with the observation, discussion and brainstorming with the owner and staff who have experience in printing industry over 5 years, put the weight and rating to the matrix, and re-validation and discussion of the results matrix. Below is the table of EFAS and IFAS of Cetakbdg. All the categories is based on SWOT analysis of Cetakbdg:

Table 2 External Factor Analysis Summary

External Factor Analysis Summary (EFAS)				
Num.	External Factors	Weight	Rating	Weighted Score
	Opportunities			
O1	Network to multiple campuses and communities, and potential market	0.175	4	0.7
O2	Many vendors with good production, cheap price, and could owe over a long time (1-2 months)	0.125	3	0.375
O3	Printing needs will continue to exist, growth of printing industry	0.05	3	0.15
O4	Other printing businesses do not pay attention to quality and additional service	0.075	3	0.225
O5	Government support for SMEs	0.05	2	0.1
O6	Availability of human resource	0.1	3	0.3
O7	Capital Access	0.075	3	0.225
	Threats			
T1	Paperless policy	0.1	2	0.2
T2	Basic pricing policies change frequently and tend to rise.	0.1	3	0.3
T3	Expansion of competitor	0.15	3	0.45
	Total	1		3.025

According to Table 2 there are four factors with weighted score above 0.299 which are O1 and O2 for opportunities and T2 and T3 for threats. The overall score for EFAS is 3.025 which indicates that Cetakbdg is above the average.

Table 3 Internal Factor Analysis Summary

Num.	Internal Factors	Weight	Rating	Weighted Score
	Strengths			
S1	Positive sales and profit	0.025	3	0.075
S2	Quality of service and value-added services	0.15	4	0.6
S3	Experience and knowledge about printing business	0.05	3	0.15
S4	The use and knowledge of Information Technology	0.075	3	0.225
S5	Quality of product	0.1	4	0.4
S6	Strong customer relationships	0.1	3	0.3
S7	Print on demand / Customize	0.1	3	0.3
	Weaknesses			
W1	Limited Human Resource	0.1	3	0.3
W2	Slightly more expensive	0.05	3	0.15
W3	Production largely depends on the vendor	0.075	4	0.3
W4	Do not have a strategic place	0.1	3	0.3
W5	Limited capital	0.075	2	0.15
	Total	1		3.25

According to Table 3.2 there are seven factors with weighted score above 0.299 which are S2, S3, S5 and S6 for strengths and W1, W3, and W4 for weaknesses. The overall score for IFAS is 3.125 which indicates that Cetakbdg is above the average.

Table 4 Strategic Factor Analysis Summary

Num.	Strategic Factors	Weight	Rating	Weighted Score	Short	Intermediate	Long
O1	Network to multiple campuses and communities, and potential market	0.125	4	0.5	X	X	
O2	Many vendors with good production, cheap price, and could owe over a long time	0.1	3	0.3	X	X	
O7	Availability of human resource	0.075	3	0.225	X		
T2	Basic pricing policies change frequently and tend to rise.	0.05	3	0.15	X	X	
T3	Expansion of competitor	0.1	3	0.3	X	X	
S2	Quality of service and value-added services	0.1	4	0.4	X	X	
S5	Quality of product	0.075	4	0.3	X	X	
S6	Strong customer relationships	0.1	3	0.3	X	X	
S7	Print on demand / Customize	0.075	3	0.225	X		
W1	Limited Human Resource	0.075	3	0.225	X		
W3	Production largely depends on the vendor	0.05	4	0.2	X	X	
W4	Do not have a strategic place	0.075	3	0.225	X		
	Total	1		3.35			

SFAS matrix is done by reviewing and revising the weight for each factor. The strategic factors that appear in SFAS matrix will be the basis for generating alternatives and recommendation for future direction of company.

Directional Strategy

Based on EFAS and IFAS analysis, it is known that the total score of EFAS and IFAS are above the average. The overall score for EFAS is 3.05 and for IFAS is 3.125. Directional strategic matrix will be used for visualize Cetakbdg SWOT. This matrix can assist us to understand external market and current internal capabilities of Cetakbdg. Figure 3 will describe the values of EFAS and IFAS in directional strategy matrix.

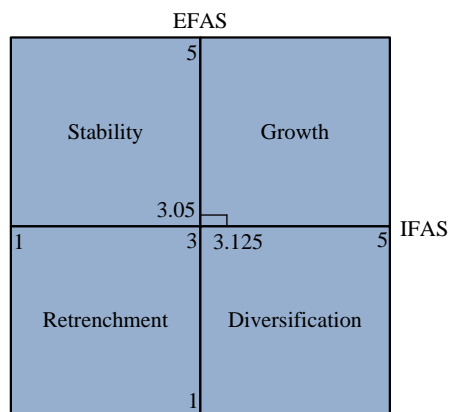


Figure 3 Cetakbdg Directional Strategy Matrix

Figure 3 shows that Cetakbdg is in growth position. According Wheelen & Hunger growth strategy means increasing revenue by increasing sales and take advantage by experience to reduce operational cost. The two basic growth strategies are concentration and diversification. Concentration used when company's product or service has real potential growth and diversification can be used when the company growth has plateaued and opportunities for growth have been depleted. Based on the explanation, concentration is a suitable growth strategy to the company.

Business Level Strategy

Business level strategy focus to improve the competitive position of a company's service on specific segment or industry. Porter competitive strategy will be used for choose the strategy.

		Competitive Advantage	
		Lower Cost	Differentiation
Competitive Scope	Board Target	Cost Leadership	Differentiation
	Narrow Target	Cost Focus	Differentiation Focus

Figure 4 Porter Competitive Strategy

Cetakbdg has a distinct competitive advantage over competitors or other printing. Where Cetakbdg prioritize good communication with customers in printing order, the quality of services / products, customization, and value addition services in printing service.

Although currently the largest sales is come from Telkom University, cetakbdg still receive sales of commused to describe the external opportunitiesunity networks and networks of friend SMEs.

TOWS Matrix

Table 5 TOWS Matrix

TOWS Matrix		Strenght		Weaknesses	
		S2	Quality of service and value-added services	W1	Limited Human Resource
		S5	Quality of product		
		S6	Strong customer relationships	W3	Production largely depends on the vendor
		S7	Print on demand / Customize	W4	Do not have a strategic place
Opportunities					
O1	Network to multiple campuses and communities, and potential market	SO1	Marketing penetration into existing markets and similiar markets as well as description of the quality and value added	WO1	Doing CRM strategy to customers
O2	Many vendors with good production, cheap price, and could owe over a long time	SO2	Appropriate vendor selection from production expertise, and establish cooperation with the best vendors.	WO2	Utilizing labor vendor to assist production; Tightening quality control of production
O7	Availability of human resource	SO3	Hire skilled people in industry	WO3	Hire people to maintain customer relationship
Threat					
T2	Basic pricing policies change frequently and tend to rise.	ST1	Designing flexible prices to cope with change and uncertainty of production price	WT1	Make a price agreement with the vendor
T3	Expansion of competitor	ST2	Doing CRM strategy to customers; Invite competitors to cooperate	WT2	Finding good location that near vendor and customer; Train or recruitment HR

Functional Strategy

Functional strategy is an approach to the functional areas to achieve the objectives of the company and the business units to maximize resource productivity. Cetakbdg must generate it into more specific category. Functional strategy consist of : Marketing Strategy, Financial Strategy, Operation Strategy, and HR Strategy.

Marketing Strategy

Marketing strategy deals with pricing, selling, and distributing a product.

Table 6 Product and Market Development Strategy

	Existing Market	New Market
Existing Product	Intensification	Market Diversification
New Product	Product Diversification	Product-Market Diversification

Intensification is capture market share greater than the current market share, through the market absorption and market penetration. Intensification is done by making an offer price with competitive advantage. Market diversification is developing new markets for existing products.

Until now the market in the Telkom University only explored at the faculty level.

At the faculty level, Cetakbdg only capture three faculties of total seven faculties at the Telkom University. As for the TDA community, Cetakbdg just took a little printing order from many activities of TDA. So the market penetration in existing market today is an appropriate strategy to be used.

[WO3] Hire people to maintain customer relationship

Hire marketing / public relation to assist owner to maintain relationship with customer, make market penetration to existing market, and make promotion to potential market.

[SO1] Marketing penetration into existing markets and similiar markets as well as description of the quality and value added

Create promotion program and increase marketing activity in existing or smiliar market.

[WO1] Doing CRM strategy to customers

Built CRM strategy to maintain relationship with customer and improving customer satisfaction

The following several activities that marketing need to be done :

1. Request to HR to make the recruitment of marketing / public relations that smart, communicative, and good looking to help maintain customer and promotion programs.
2. Redesign the website to show Cetakbdg competitive advantage compared to other companies.
3. Create a proposal to the units in Telkom University and other campuses and include examples of work, prices, and competitive advantage of Cetakbdg.
4. Create a CRM strategy for existing customers with create complete customer database, customer discount, free for customer orders, and free gifts to customers.

Financial Strategy

Financial strategy examine the financial implications of the strategic choice of a company or business unit and identify the best financial measures. This strategy can also create competitive advantage through cost of capital / funds lower and flexible ability to raise capital to support the business strategy.

[ST1] Designing flexible prices to cope with change and uncertainty of production price

Built dynamic price system. Dynamic pricing seen on several variables, among others, the basic price of printing products, design, layout, finishing, printing quality and processing time.

[WT1] Make a price agreement with the vendor

The following several activities that financial need to be done :

1. Creating financial budgeting for new strategies.
2. Perform financial analysis of the vendor dan make price agreement
3. Creating dynamic price adjusted to the market price, the price for the vendor and the other variable then made an agreement with the vendor price for a certain time span.

Operation Strategy

Operation strategy determines how and where a product or service is produced, the level of vertical integration in the production process, the deployment of physical resources, and relationships with suppliers. This strategy is also related to the degree of optimization of the use of technology in the process of operation.

[WO2] Tightening quality control of production

[SO2] Appropriate vendor selection from production expertise, and establish cooperation with the best vendors

[WT2] Finding good location that near vendor and customer

The following several activities that operation need to be done :

1. Create calculation of production capacity that can be done at Cetakbdg with good quality control.
2. Looking for vendors as much as possible in a certain period of time then selected and chose the vendors.
3. Find vendors workers who can be trusted to help the speed and quality of production.

4. Look for a strategic place to facilitate Cetakbdg business processes both in terms of communication to customers or to vendors and suppliers

HR Strategy

HR Strategy emphasizes on how a company or business unit decides how the selection and utilization of manpower. Whether recruiting by own company or using outsourcing. Otherwise between using unskilled labor with low wages or skilled labor with higher wages.

Table 7 HR Management Strategy

Hire low skilled employees	Hire skilled employees
Larger number of low skilled employees with low pay, perform repetitive job and most likely quit after a short time.	Skilled employee who participate in self managing work team.
Part-time & temporary	Fix or long term contract
Homogen	Diversity

[SO3] Hire skilled employee

Hire skilled employee who participate in self managing work team. For marketing and designer, it needs skilled employess to participate in self managing work team. As for the production, Cetakbdg can hire low skilled employees.

[WO2] Utilizing labor vendor to assist production

[WO3] Hire people to maintain customer relationship

The following several activities that operation need to be done :

1. Employee recruitment for finance and admin.
2. Employee recruitment for marketing.
3. Create training of marketing and designer to add expertise in their skill.
4. Create an employee regulations

5. Implemetation Plan

According to Wheelen and Hunger (2012), strategy implementation is the sum total of the activities and choices required for the execution of strategic plan. Strategy is implemented through structural change, selecting the appropriate people to carry out strategy, and clear communication regarding how strategy can be put into action. There should be an integrated between strategy formulation and strategy implementation to get competitive advantage.

New Organization Structure

Currently, the owner of Cetakbdg control all the core aspects of the business and its employees in Cetakbdg. Therefore, it is highly recommended for Cetakbdg to change the simple organizational structure to functional organizational structure.

With the new organization structure, there will be also a change in task and responsibility from each function. The following new organizational structure is owner, production, sales & marketing, supporting & operation, designer, and finance & administration. Figure 5 shows the new organizational structure.

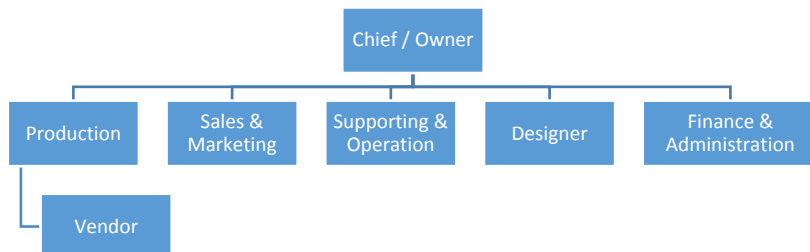


Figure 5 Cetakbg Functional Structure

Owners :

Drive and give direction of the company
 Monitoring and controlling
 Making Decision
 Hiring and firing the employees
 Creating standard operating procedure (SOP)

Marketing :

Creating promotion activities
 Maintain customer relationship
 Give the owner a report about marketing feedback

Production :

Organize and control the production process
 Dealing with vendors and suppliers
 Give the owner a report about production process

Supporting & Operation :

Product distribution
 Procurement and maintenance of goods.

Designer :

Create a design for the customer
 Create a design for the company
 Creating layouts to enter the production process

Finance & Administration :

Organize and make the company's financial statements
 Organize payment and billing processes
 Organize the administration of the company

Strategy Implementation

The implementation plan based on recommended functional strategy consist of program activities, action steps, person in charge, time to start, time to end, and budged that described in Table 8. This strategy implementation is created based on resouce availability and condition of the company.

Table 8 Implementation Plan

Function	Program Activities	Action Steps	Person In Charge	Start	End	Budget (IDR)
Marketing	Create promotion program and increase marketing activity in existing or smiliar market..	Collect documentation of service and good product.	Marketing	16-Mar	28-Mar	200,000
		Create proposals that show the competitive advantage of companies and make it interesting.	Owner & Marketing	01-Apr	11-Apr	500,000
		Contact and come to a potential customer to make a company presentation.	Owner & Marketing	13-Apr	26-Jun	3,000,000
	Built CRM strategy to maintain relationship with customer and improving customer satisfaction	Hire consultant to propose CRM strategy	Owner	30-Mar	20-Apr	3,000,000
	Redesign the website to show Cetakbdg competitive advantage	Change website content featuring competitive advantage and ask designer to redesign the website.	Designer & Marketing	01-Apr	25-Apr	500,000
Finance	Built dynamic price system	Create a price list of vendors and compare prices with quality products from vendors, and select the best.	Finance & Operation	16-Feb	27-Feb	
		Make an analysis to determine the price variable in the dynamic price.	Owner & Finance	23-Feb	13-Mar	
		Create dynamic pricing decisions.	Owner & Finance	09-Mar	27-Mar	
	Make a price agreement with the vendor	Select the best vendors and negotiate with top management vendors to make the price agreement	Owner, Finance, & Production	16-Feb	27-Feb	

Operation	Tightening quality control of production	Create an SOP for production and standar quality for products	Owner, Operation & Production	23-Feb	13-Mar		
	Finding a good location that near vendor and customer	Looking for a strategic place and negotiate the price.	Operation	23-Feb	20-Mar	20,000,000	
		Do renovation and redesign place as needed.	Operation & Designer	23-Mar	10-Apr	6,000,000	
	Searching for good vendors and selecting the vendors	Search vendors on a regular basis to get the best vendor and ask advise from a financial and production side.	Owner & Production	03-Feb	20-Feb		
	Create the calculation of production capacity that can be done at Cetakbdg with good quality control.	Calculate the adjusted production capacity by the number of HR.	Owner & Production	16-Feb	27-Feb		
		Make maximum standard production based calculation.	Owner & Production	16-Feb	27-Feb		
		Create alternative production when the production is full.	Owner & Production	16-Feb	27-Feb		
	Human Reosurce	Hire skilled employee	Make a vacancy announcements in social media, schools, newspapers, and references from friends	Owner	02-Mar	10-Apr	500,000
			Do the recruitment process.	Owner	16-Feb	21-Feb	500,000
		Utilizing labor vendor to assist production	Doing approach to one of the good employees vendor	Owner & Production	06-Apr	24-Jun	500,000
Negotiate to top management vendor to supervise Cetakbdg production			Owner	09-Mar	20-Mar	200,000	
Create a training of marketing and designer to add expertise in their skill.		Search and make a list of many essential training	Owner	02-Mar	30-Mar		
		Send owner or an employee for training	Owner	04-Mei	10-Jul	4,000,000	
Create an employee regulations		Create an employee regulations	Owner	23-Feb	27-Mar	300,000	

Strategy Measurement

Measurement strategy is needed as an indicator of whether the strategy implementation is going well or not. This can help in monitoring and assesing the results of the strategy that has been implemented into several programs. With the measurement strategy, companies can assess whether the strategy successfully hit the target or not. Measurement strategy in each activity can be seen in Table 9.

Table 9 Strategy Measurement

Function	Program Activities	Measurement
Marketing	Create promotion program and increase marketing activity in existing or similar market..	Provide a good description, picture, example about Cetakbdg service and product in an interesting proposal. Contact and come to twenty potential customers.
	Built CRM strategy to maintain relationship with customer and improving customer satisfaction	SOP, program, action, and evaluating tools for CRM
	Redesign the website to show Cetakbdg competitive advantage	Website could be accessed any time with simple design, simple content, and useful information. Page responsive page
Finance	Built dynamic price system	List of dynamic price consist of material price, production price, complexity of design, customization, time, and quality.
	Make a price agreement with the vendor	A written agreement with the vendor regarding the price of production.
Operation	Tightening quality control of production	Excellence time and quality of production
	Finding good location that near vendor and customer	The location is easy to access and customer or potential market aware about the existence of Cetakbdg.
	Searching for good vendors and selecting the vendors	List of best vendors with best price and best quality.
	Create calculation of production capacity that can be done Cetakbdg with good quality control.	There is not delays in production due to too many orders or absence of alternative production place.
Human Resource	Hire skilled employee	The availability of high quality human resource.
	Utilizing labor vendor to assist production	Good support in vendor production
	Create training of marketing and designer to add expertise in their skill.	Skilled employee with good work and good initiative.
	Create an employee regulations	Employees with good discipline and good attitude

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