

CHAPTER IV

FINDINGS AND DISCUSSION

4.1. Company Profile

4.1.1. The History of PT X

PT X was established in 2005. In the beginning of their business, the company specialized in dubbing and editing. Then in 2009, the company expanded their business to engineering. Engineering was chosen because the company knew that engineering will grow rapidly during few years ahead. The location of PT X is in Jakarta, Indonesia. Since the beginning of their business development in engineering industries PT X focuses on B2B market which has different characteristics from customers than in B2C market. The characteristics of customers in B2B market which PT X choose are they pay more attention in the quality of products and services. PT X is choosing heavy engineering industry because of punctuality and quality of product become important indicators in PT X. Additionally, PT X also has necessary capital and technology.



4.1.2. Vision and Mission of PT X




Vision and mission of the company are needed to obtain business success and build culture in every company. The implementation of the company's vision and mission in every goal and working standard is crucial for the existence of the company. Vision of PT X is to become one of the trusted, reliable engineering companies and can conquer in the Southeast Asia. Their mission is to provide high quality product and services in engineering in a timely manner. Based on PT X vision and mission, the most important goal of PT X is to provide the best quality of product and services for their customers.




4.1.3. Product and Services of PT X

The standard quality of product and services which PT X offers to their customers conforms to the international standard. The key success factors of PT X are their pre and after sales services in which most of their customers satisfy and give good feedback. The company's image which PT X creates in their customer's mind is PT X as their first choice when they have any problem which related with engineering. There are several kinds of machinery services and product which PT X offers to their customers in table 1.

Table 1 Product and Services which PT X offers to their Customers

Product/ Services	Explanation	Related Pictures
Machinery	<p>PT X offers various products and services which related with machinery for their customers such as creating machinery for the industry and also provides or creating spare part for industrial machinery. Other than creating machinery, PT X also designs and creates water softener, oven, heating & cooling system and air conditioning plant.</p>	 <p>Dies and Tip Aerial</p> <p>This is the example of spare part which PT X produce</p>  <p>Dual Binder Head Mc for Dual Optic Cable</p> <p>This is the example of machinery which PT X create for their customers</p>

Product/ Services	Explanation	Related Pictures
Electronic system, modification & automation	The product and services which PT X offer about electronic system, modification and automation are designing and creating micro controller system for machine in industrial machine; machine modification and automation for industrial machine which using electronic system, PLC, micro controller, pneumatic & hydraulic; modification for steam boiler and thermo oil boiler for batubara; softwaring and automation design.	 <p data-bbox="971 531 1321 562">Electrical – Distributor Panel</p> <p data-bbox="894 600 1393 669">This is the example electronic system which PT X create for their customers</p>
Repairing industrial machine & part reconditioning	PT X also provides services in machine and spare part repairing and recondition for industrial machine; repairing electronic components such as PLC, micro controller & touch screen; repairing steam boiler, thermo oil boiler & genset.	 <p data-bbox="971 1144 1317 1176">Catepillar Mc for Cable Mfg</p> <p data-bbox="883 1213 1406 1283">This is the example works from PT X to repairing industrial machine</p>
Installation	PT X also has services for installation. They can do work on ME installation (hydraulic & pneumatic); machine installation (industrial machine); control panel installation (PLC, micro controller & touch screen)	 <p data-bbox="932 1528 1359 1560">Mechanical & electrical installation</p> <p data-bbox="894 1598 1386 1705">This is the example when PT X do mechanical and electrical installation works</p>

Product/ Services	Explanation	Related Pictures
Construction, civil & fabrication	In their business, PT X also accepting works for creating or fabrication steel construction, overhead travelling crane, construction, piping & ducting; creating or fabrication waste water treatment plant.	 <p data-bbox="943 512 1354 541">Civil work for machine foundation</p>  <p data-bbox="1040 812 1256 842">Tank for chemical</p>  <p data-bbox="935 1159 1357 1188">Fabrication telescopic chute for coal</p>

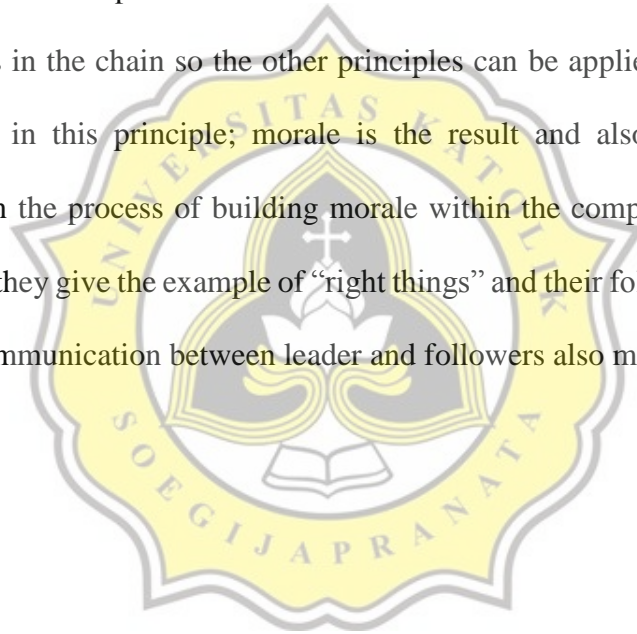
Those are the examples works from PT X for construction, civil & fabrication

The majority customers of PT X are others manufactures companies from various kinds of industry such as food processing companies, construction equipment and machinery companies, mining companies and many others. Products and services which PT X offers towards their customers are everything which related with engineering such as custom machine modifications for manufacturing, machine repair and maintenance service and many others.

4.1.4. Organization Structure of PT X

Every company has an organization structure to optimize, organize and support the working process. Organizational structure serves to provide guidance on the chain of

command. The organizational structure of PT X is displayed in figure 10. The duty of marketing is placed below the instruction of deputy director of marketing training and development. The working pattern in this department below deputy director marketing training and development is very complex. It includes research market, data analyzing, create marketing training program for another department, and also development. Based on interview that being held for deputy marketing, every person in the company knows their job description and what they are doing. Art of War Sun Tzu explained that the command structure is important and has a correlation with human resources department; it makes the links in the chain so the other principles can be applied effectively. Morale is very important in this principle; morale is the result and also become part of good management. In the process of building morale within the company leader also have an important role, they give the example of “right things” and their followers will do the same. Besides that communication between leader and followers also must be clear.



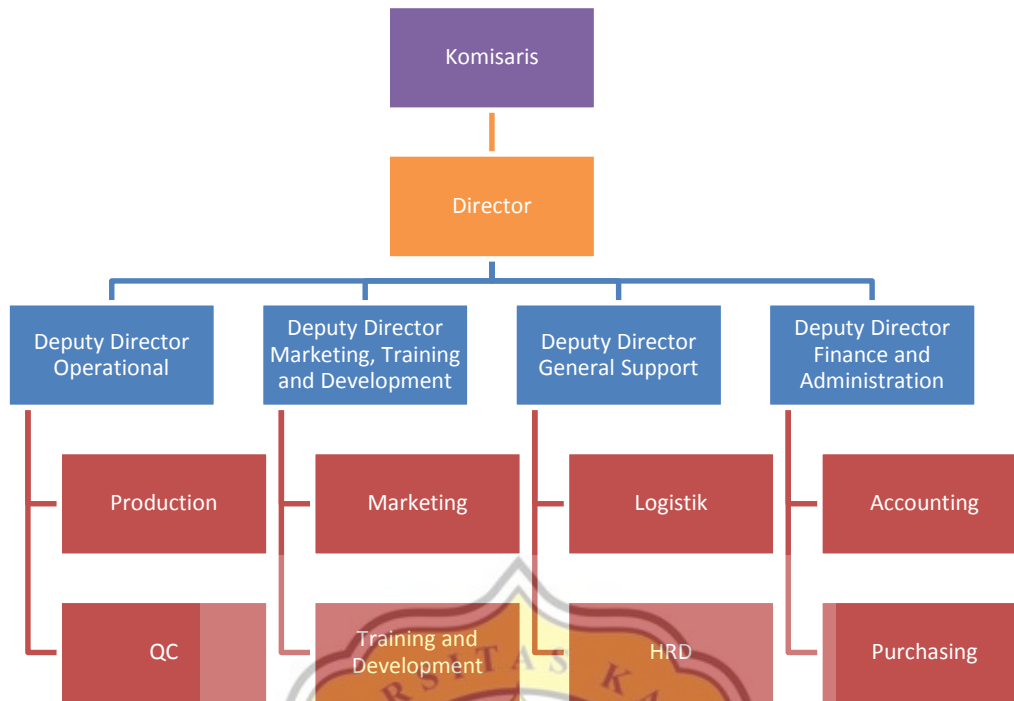


Figure 2 Organization Structure of PT X

In the process of running the business, a company will have several competitors. It also occurs in PT X. The style of PT X when facing the competitor is different from that of other companies. PT X treats their competitors like friends. Naturally, every company has their customer and market segment. Having good relationship with their competitor helps PT X maintain the balance of the competition. Good relationship with the competitors gives benefits for PT X. For the example, when PT X has biddings, they cannot meet the requirements.

4.2.Existing Marketing Strategy of PT X

These are the existing marketing strategy of PT X which gathered from the interview with The Deputy Director of Marketing, Training, and Development, The Deputy Director of Finance and Administration, and also the Director of PT X.

4.2.1. Marketing Strategy

A company needs a marketing strategy to run its marketing activities. The following section reported the data gathered from interviews about the marketing strategy of PT X.

4.2.1.1. Segmentation, Targeting, Positioning (STP)

1. Segmentation

Regarding the market segmentation, the interviewees suggested that PT X chose a B2B market. The following statement from The Deputy Director of Finance and Administration validated this result; He said that the customers of PT X are B2B customers "... *Perusahaan kami ini memilih pelanggan-pelanggan B2B...*" ("... Our company chooses B2B customers...").

In addition to the B2B market, PT X also used behavioral segmentation to identify the characteristic of its target customers precisely. According to The Deputy Director of Finance and Administration, the basic segmentation which PT X used is behavioral segmentation, "*Dasar segmentasi yang kami gunakan itu adalah segmentasi behavior...*" ("The basic of segmentation which we used is behavior segmentation..."). The kinds of behavior that become the criteria of target customers of PT X are caring about the products and services quality.

According to the summary of the interview with the key informants, segmentation that PT X chooses to serve is B2B market who care about product and service quality, they need product which has high performance.

2. Targeting

Based on the statement of The Deputy Director of Marketing, Training, and Development, PT X is an engineering company that produces and provides various

kinds of machinery products and various kinds of services which are related to the installation and reparation of that machinery. The target markets of PT X are the B2B markets which include foreign and local manufacturing companies that appreciate and care about the quality of the product. The Deputy Director of Finance and Administration said, "*Target market perusahaan kita pasar B2B yang dapat menghargai kualitas produk dengan harga yang baik*" ("The target market of our company is B2B market which appreciates product quality with a good price"). According to The Director, the reason why PT X chose the B2B market was because the customers' criteria in the B2B market are the most suitable for PT X. Besides, PT X only focused on high-quality product manufacture. Most of the customers of PT X are manufacturing companies from various kinds of industries.

"...karena perusahaan memang focus hanya membuat produk-produk yang berkualitas tinggi, tidak menjual produk KW. Sebagai contoh di pasaran selain ada produk original juga ada produk imitasi KW1, KW2, KW3 dst. Hal tersebut dapat dijumpai jika kita mencari suku cadang kendaraan" ("...because our company focuses only on producing high-quality products and not selling imitation product. For example, in the market, there are fake products. Such conditions also happen in vehicle spare parts").

3. Positioning

PT X places the image of their company in the market as the most trusted and reliable engineering company. The interviews with The Deputy Director of Marketing, Training, and Development that said PT X satisfied their customers by providing their right quality products and services and also by giving them reliable and satisfying after-sales services, "*Jadi untuk memuaskan para pelanggan, ya kita istilahnya apa ya, after-sales servisnya yang bagus ya. Positionnya ya kita benar-benar apa istilahnya memberikan pelayanan yang memuaskan ya, dengan hasil produksi atau jasa yang*

berkualitas” (“So, to satisfy our customers, we give good after-sales services. Our position is to manufacture good quality products or services”). The interview with The Deputy Director of Finance and Administration also supported this statement. She said PT X placed their company as a reliable engineering company that produces and provides excellent product quality and reliable services. *"Kami ini memposisikan diri kami ini sebagai perusahaan engineering yang tidak hanya memproduksi produk-produk berkualitas tapi juga memberikan jasa pelayanan service dengan kualitas terbaik"* (“We are positioning ourselves as an engineering company which not only producing good quality products but also give good quality services.”) High quality supported by excellent service leads to good company’s positioning. A customer does not get only excellent quality products but has also has guaranteed that they get the best after-sales service. The Director of PT X said that *“Pelanggan puas dengan pelayanan dan dibuktikan dengan adanya repeat order dari para customer selama bertahun-tahun.”* (“Customers are satisfied with our services and proved by their repeat order for many years.”) Repeat orders are a result of excellent services and high-quality products.

4.2.1.2. Marketing Mix (Product, Price, Place, Promotion)

1. Product

From the company profile of PT X, it is clear that products and services which PT X offers to their customers are everything related to engineering such as machinery, electronic system, modification, & automation; repairing industrial machine & part reconditioning; installation; construction, civil & fabrication. The standard which PT

X uses to produce goods and services for their customers matches the standard, which is mostly applied by the foreign company.

“Jadi yang kita tawarkan ke pelanggan ya itu adalah ya kita bergerak ke lebih kearah bidang engineering, ya produknya ya produk dan jasanya adalah produk, jasa dalam bidang engineering, manufaktur ya spare part-spare part ya to, kita juga apa orang butuh mesin, butuh modifikasi, kita juga melakukan itu.” (“So what we offer to our customers are products related to engineering, such as spare parts, machines, modifications. We do those things.”)

The result of the interview with The Deputy of Marketing, Training, and Development is the products and services which PT X offerings to their customers is everything related to the engineering industry and has good quality. PT X focuses on the sale and manufacture of goods and services in the engineering industry.

2. Price

PT X set the prices of their products and services based on quality. Sometimes, the prices seem expensive, but actually, they are cheaper if product lifetime is also be calculating into the account. PT X never uses price war to win the competition. PT X set its price based on the quality of the material quality of their products.

“Jadi ehem ya, kita menerapkan pricing itu berdasarkan kualitas ya kita kualitas produk dan kualitas jasa yang diberikanya. Jadi terus terang mungkin kalo ini apa kok keliatannya mahal tapi sebetulnya murah. Contohnya, misalnya orang membeli spare part dari A yang harganya mungkin 20 persen atau 25 persen lebih murah dari kami. Tapi umurnya paling dipakai tiga bulan rusak sedangkan mereka beli dengan kita itu mungkin bisa sampe 2-3 tahun nggak ada masalah. Itu jadi sebenarnya kalau dilihat nominalnya betul kelihatannya lebih tinggi.” (“So ehem yes, we apply our pricing based on quality, quality goods, and excellent after-sales services. Our products may seem expensive than others. For instance, someone buys a spare part from A, which is s 20-25% cheaper than our price, but their parts last only three months. After that, the buyer needs to replace it. Our product, however, can last two or three years. Therefore, comparatively speaking, our product is cheaper than the product of a based on durability and product lifetime factor”)

The Deputy of Marketing, Training, and Development also said that

“kami tidak pernah menerapkan istilahnya banting-banting harga, kami tetap konsisten dengan kualitas, kita tidak pernah menurunkan kualitas produk, ya kita kualitasnya seperti ini ya harganya seperti ini gitu, jadi kita nggak kemudian o competitor kita berani diskon sekian kita ngikutin, kita nggak kesana.” (“we never use price war. We are consistently maintaining our quality. We never downgrade the quality of the products. It is our quality, and this is our price, so we do not do what our competitors do. We are not going there.”)

Based on the interview, the price of products and services from PT X looks more expensive from that of their competitors, but because their product has a good quality, it is more durable than their competitor’s product.

3. Place

The location of PT X is in an industrial area. The reason for choosing this place is because of government regulation, infrastructure, and the environment. The method which PT X uses to approach their customers is visiting them regularly (effective call).

The Deputy Director of Marketing, Training, and Development states that

“Kalau lokasi karena kita istilahnya bising Pasti kita cari yang di area bukan di pemukiman ya di area industry gitu lho jadi pertimbangannya kesana, jadi nggak mengganggu lah, kemudian untuk daya listriknya segala macamnya kan sudah tersedia. Karena terus terang untuk seperti ini kan kita perlu area yang cukup luas gitu. Kira-kira kesana, jadi kita mengarahkan ke memang yang memang sesuai dengan lokasinya ya, ke industry.” (“About the location because we are noisy. Of course, we look for an area, not in a residential area, but an industrial one. We pick this area because we do not want to be disturbed. Besides, electricity and many other facilities have prepared. This kind of business needs much space, so we choose an area that is the most suitable for us, the industrial area.”)

The location of this business is in Jakarta. To be more specific, the location of PT X is in the industrial area. The reason for choosing the industrial area is because of government regulation and the availability of facilities.

4. Promotion

Promotion is the key for the business to keep running. PT X promotion used catalogs and referrals of the customers. The Deputy Director of Marketing, Training, and Development said that

“Jadi ya kita ada sih ada lewat catalog ada ya to, tapi lebih, sebetulnya itu kita itu lebih kearah apa ya, lebih kearah dapat informasi dari intelijen kita di bidang development pabrik itu bagus lha kita datang apa datang kesana door to door lah istilahnya untuk melakukan pendekatan agar bisa masuk arahnya lebih kesana, dengan kita membawa catalog, jadi kita nggak kemudian nyebar catalog sebanyak-banyaknya gitu. Karena memang kita istilahnya sangat membatasi customer kita, jadi customer kita adalah customer yang bonafit, istilahnya yang mementingkan kualitas kan kebanyakan perusahaan kan nggak begitu, banyak yang ah yang penting saya beli yang murah ya to, nggak peduli sama kualitas, nah kita membatasi kearah sana, jadi ya lebih kearah inilah.” (“So we use catalogs, but actually, we tend to get the information from our intelligence in the development department that manufacture is good we visit them and bring our catalogs. In other words, we use door to door methods to do the penetration so we could work together with those manufacturers. It does not necessarily mean we give out many flyers. We limit our target customers, so they represent those who have good prospects. In other words, we prefer customers who care about the quality of our products because many customers like cheap products. We prefer to do our promotion this way.”)

As The Deputy Director of Marketing, Training and Development says, The Director of PT X implies that

“Ya kebanyakan sih promosinya itu dari apa ya justru dari klien-klien kami sendiri gitu lho, dari customer-customer kami. Kami datang ke perusahaan baru kemudian kami memberikan catalog, kami memberikan data list ini lho customer kami yang pernah ini anda bisa hubungi klien kami, bisa tanya, seperti apa sih kami itu loh. Jadi istilahnya lebih kearah dari mulut ke mulut lah words of mouth ya.” (“Mostly our promotions come from our clients, from our customers we visit new companies and then give them our catalogs, and we tell them the testimony from our customers, this is our customers who are satisfied with our products and services you could contact them and ask them about our performance and the result. So, we rely on word of mouth.”)

Based on the data, the promotion which PT X used is using the catalog, company profile, and word of mouth. They also limit their target customers and focus their effort on

specific criteria of customers. These kinds of methods are helping them to work more effectively.

4.3.Evaluation Marketing Strategy of PT X based on Sun Tzu Principle

4.3.1. The Sun Tzu Principle in Marketing

1. Honor the Customer

As the principal in Sun Tzu, PT X knows who their target markets are and offers products and services which are suitable for those markets. They know their customers' characteristics and do their best to satisfy their customers. This principle is applied in PT X. In order to honor their customer, the first thing that PT X do is to determine which market they choose to serve; they also identify, analyze and match the needs in the market which they choose. PT X is careful in selecting their target markets and analyzing their potential customers in those market. this is evident in the interview transcriptions with The Director of PT X: *"Yang menjadi focus kita adalah menghasilkan produk dan memberikan jasa di bidang engineering yang berkualitas baik dan tepat waktu khususnya untuk perusahaan-perusahaan PMA. Untuk mempertahankan focus tersebut dengan menerapkan program 5R."* ("Our focus is to create quality products and services in engineering on time. . We applied 5R program in order to maintain those focus.")

PT X focuses on improving their product quality because there are increasing needs of quality products. It always gives the best product quality and reliable services to honor their customers. The purpose of all these efforts is to make their customers satisfied with their products and services. To honor the customer, PT X focuses on its market segment and gives the best service their customer can get. Excellent service will

bring trust. Their customers will believe that PT X is doing their business seriously. It is also like The Deputy of Marketing, Training, and Development said that *“Fokus perusahaan yaitu jelas memberikan suatu barang atau produk yang berkualitas bagi para konsumen, barang, jasa yang berkualitas...”* (“our company's focus is to bring satisfaction to the customer for pre-sales and after-sales and give the best service they can get...”)

Honor the customers makes PT X customers satisfied with their service happens because PT X did not give cheap products. They guaranteed that they gave good product quality. The specific segmentation and target customers which PT X chooses also contribute to their efforts in honoring the customer principle. It helps them understand the characteristics of their customers and know what they want. PT X conducts preliminary research about their prospect customers before they decide to work together with those customers. This action helps PT X understand better what their customers want and how to satisfy them.

2. Organization of Intelligence

In Sun Tzu Principle, the organization of intelligence is related to the information in this business field, starting from information about the market condition until the internal condition. The key to implement this principle is not only to gather the information the company needs but also to protect the company's secret from its competitors. PT X implements this principle in their business. They use this principle in gathering data, analyzing and evaluating the market and competitor, conducting product and services development, and protecting their company secrets. This principle helps PT X to be more aware of their competitor movements and the changing trends

in the market. According to The Deputy Director of Marketing, Training, and Development PT X, he explained that PT X has key informants which gather the information they need about the changing trend in the market and also the need of the company; one of them said:

“... marketing and development ya yang bertugas terutama, itu paling utama sekali dalam marketing itulah intelijenya, nah ini bagian development inilah yang merupakan intelijennya, ya jadi mengumpulkan informasi mengenai calon customer, customer apa competitor, apakah customer itu apa istilah sehat apa bagaimana itu kita...”

(“...in marketing and development section, the development department is the one that is in charge of collecting information about the new customers, whether the business of the customer is healthy or not, that is the duty of development division...”)

This principle contributes to their success in developing new products or services. Intelligence is one of the treasures that every company needs to keep and develop. Sun Tzu focuses on intelligence because the market is changing every time, and companies need to adjust to it. Kotler (who is this???) even said that "everything changes except the change itself."

3. Maintenance of the Objective

The simple explanation about this Sun Tzu Principle is the focus to achieve the primary goal. In their implementation of this principle in PT X, they always maintain their objectives. They always make their decisions based on their vision and mission. This principle also helps PT X turn the table when they meet competitors who have a lower standard than them but give attractive offers to steal their customers. This principle helps PT X build its reputation and image. A good reputation will give excellent and deep impressions in their customers' minds. Quality and service are the top priorities of the company delivered to the customers. Focus on the company's

strength is more natural for the team to achieve the target, and customers will know the competitiveness of the company; this statement comes from the statement of The Deputy Director of Marketing, Training, and Development PT X who said that PT X has satisfactory pre and after-sales services.

“di perusahaan kami memang memiliki pre dan after-sales service yang sangat memuaskan ya to.. itu kan bukan dari omongan kita tapi dari omongan dari klien ya dari customer kita, kita sering mengadakan apa survey, kita isian kita kasih ke customer-customer, ada kekurangan apa gitu lho, itu tiap triwulan kita adakan seperti itu, jadi kita tahu bahwa oh ini kekurangan kita apa, kelebihan kita apa, kekurangan kita, kita harus improve ya.”

(“In our company, our pre and after-sales services are satisfactory. This information does not come from us, but our customers. We often distribute surveys about our shortcomings every three months to our customers. Therefore, we know our strengths and weaknesses. We have to be better, right.”)

4. A Secure Position

A secure position in Sun Tzu Principle means occupying a position which cannot quickly be taken by the competitors. In PT X, to achieve this position, they always give their best to satisfy their customers as what The Deputy Director of Marketing, Training, and Development stated:

“Kecepatan dan ketepatan serta kualitas produk adalah yang dicari oleh para konsumen dalam market kami. Bagi mereka harga bukanlah suatu masalah selama pengerjaan dan kualitas produk yang dihasilkan memenuhi standard, standard mereka, sedangkan standart mereka itu sangat tinggi.

Hal ini dikarenakan produk dan jasa yang kami hasilkan merupakan bagian penting dalam proses produksi mereka. Mereka lebih memilih untuk menggunakan barang yang benar-benar berkualitas ketimbang menghadapi permasalahan dalam proses produksi yang memungkinkan menjadikan shutdown ya, mesin mereka shutdown dalam berapa lama, kerugiannya berapa banyak berapa besar, jadi mereka intinya tidak mau terhambat dalam proses produksinya karena kalau mereka terhambat di proses produksinya, delivery time mereka bermasalah, nama mereka pun akan hancur di customer mereka. Jadi ya segalanya terbaik ya.”

(“In our business, customers look for speed, accuracy, and product quality. For them, price is not an issue as long as the product meets very high standards. This is because the products and the services we provide play an important part in their production. They prefer to use goods with high quality so that they do not face

production problems that may create shutdown. If they do have shutdowns, they will lose their profits. To be brief, they do not want to get behind in their production because that will affect their shipment, and they will lose their reputation. So, they need to have the best.")

Also, they learn about their competitors and market, so when it is needed, they could easily create an alliance with their competitors, which have ethical standards and manners to expand their business.

"... beberapa yang kita lakukan juga kita dengan cara melakukan subcon. Ya, ada pekerjaan yang kita dapat tendernya, dan kita memang apa ehem karena deadlinenya yang penuh, dan kita sudah tahu bahwa kompetitor kita itu juga mampu mengerjakan dengan kualitas yang cukup bagus, dandiapunya attitude yang baik, ya kita akan bagi ke mereka, sehingga kita sama-sama bisa apa sama-sama hiduplah gitu."

("... we also have some works which we do with sub-contract. There are some works which we won the tender, but due to our schedules already full and we already know who among our competitors who also could do that works with good quality, and they have a good attitude, so we will give those tender to them, in that way we could work together in harmony.")

5. Offensive Action

In offensive action, determine the priorities and allocate the resources are needed to achieve the goal. According to the statement of The Deputy Director of Marketing, Training, and Development, PT X determines their priorities based on the preference of the customers, and they serve the group of customers who prefer their product and service.

"Customer-customer kita ya, pelanggan-pelanggan kita mengakui bahwa pre dan after-sales service dari kami sangat bagus, mereka sangat puas dengan pelayanan yang kami berikan. Anytime mereka membutuhkan teknisi kami untuk melakukan pengecekan atau perbaikan, itu mereka dapat menghubungi kami dengan mudah"
"Our customer admits that our pre and after sales services are great, they satisfied with our services. Anytime they need our technician to do the checking or reparation, they could contact us easily."

Other than determining the priorities and allocating the resources, momentum also becomes the highlight in this principle. When PT X already sets their priorities, they will work and make decisions based on that calculation. Set the priorities helps PT X not quickly to affect by their competitors. The momentum in this principle is related to the maintenance of the objective principle. When the momentum comes to PT X, it helps them quickly turn the table because what usually happens in their competition is that some competitors try to snatch their customers with an exciting offer such as lower prices than them but low standard in the quality. When their customers take their competitor's bait, PT X will gladly permit their customers to use their competitor services, but usually, it only takes one month until two months before their customers come back to them with a more severe problem in their machine because of their competitor's low-quality products or services.

PT X did not want to fight in the cheap and low-quality product that may create complaints and costly maintenance later. PT X guaranteed that all of its products are of good quality and did not need significant maintenance costs; this will give satisfaction to the customers.

6. Surprise

PT X's working ethics and development often surprised their competitors because of the use of the organization of intelligence principle. In the working process, PT X assigns its workers to accomplish specialized tasks; that is, This specialization helps them give their best working performance and at the same time also protects the company secrets. According to the summary of the interview, innovation and improvement is the key to surprise their competitor "Cara mengecoh, dengan membuat

trobosan-trobosan dengan produk-produk baru yang mempunyai kemampuan yang lebih bagus, seperti contohnya HP dan computer, selalu ada inovasi baru.” (“The means to deceive, by creating a breakthrough in the new products which has the better ability, for the example is HP and computer, and it always has innovation.”)

PT X surprised its competitors by creating breakthroughs in their new product lines and developing new and better technologies so their competitor will face some difficulties in following the development.

7. Maneuver

The maneuver is the chance to leverage the opportunities, reinforce strength, and also minimize weakness; in other words, the maneuver is used to change the position and condition in the competition.

To do the maneuver, PT X always uses the chance they have to leverage their opportunities in the market. Other than leveraging their opportunity, PT X also implements the strategy of think significant, work efficiently and reinforces strength; minimize weakness. According to The Deputy Director of Marketing, Training, and Development, PT X does the maneuver through the simple things undetected by their competitor. In general, it looks like they provide regular service to their customer, but they make their customer depend on them and always remember them because of the special treatments they give to them.

“perusahaan kami memang memiliki pre dan after sales service yang sangat memuaskan ya to itu kan bukan dari omongan kita tapi dari omongan dari klien ya dari customer kita, kita sering mengadakan apa survey, kita isian kita kasih ke customer-customer, ada kekurangan apa gitu lho, itu tiap triwulan kita adakan seperti itu, jadi kita tahu bahwa oh ini kekurangan kita apa, kelebihan kita apa, kekurangan kita, kita harus improve ya. Kemudian kami tidak pernah membuka perhitungan, ya toh, design yang detail ya to selama belum ada tandatangan kontrak kerja sama atau belum ada PO, ya itu untuk apa, itu strateginya kesana ya.

Jadi ketika klien kami berkonsultasi sebelum adanya PO ya to, maka kita akan mengirimkan ya kita akan diskus lah, gitu lho kita akan diskus itu dalam garis besarnya ya, kita akan memberikan saran, report ya to tapi tidak istilahnya detail detailnya, ya setelah itu PO baru kita akan kasih detailnya. Karena itu kan merupakan rahasia perusahaan ya.”

“our company, our pre and after-sales services are satisfactory. This information does not come from us, but our customers. We often distribute surveys about our shortcomings every three months to our customers. Therefore, we know our strengths and weaknesses. We have to be better, right. Besides that, we never open our calculation, the detail of the design as long as we still not sign the contract with our customer, or they are still no PO from them that is the strategy. So, when our clients are consulting with us as long as they still not give the PO to us, we will assign our consultant, we will discussing with them, but we will discuss in general, we will give the suggestion and report but not in detail, right after they issued the PO we will send the details to them because it categorizes as the secret of the company.”

Maneuver also mainly used by PT X when they encounter competitors who tried to disrupt their market. The Deputy Director of Marketing, Training, and Development said they already calculated and predicted everything they should do before deciding to do the maneuver. Quality of product and services and customer satisfaction become an essential indicator for PT X, but sometimes there are a few customers who want to get a lower price than what it should. So, usually, they will try other engineering companies who offer them a lower price of products or services without being aware of the complexities of the project. Usually, if the project is very complicated and challenging, PT X would gladly allow and recommend their customers to use their competitors' low cost products . When problems happen after they used other company products or services, usually, they will return to PT X and using PT X product and service again without complaining about the price.

“em itu cukup sulit biasanya ya merubah situasi dari yang kurang menguntungkan menjadi sebuah keuntungan, jadi kadang-kadangterjadi suatu istilahnya em terbentur misalnya kita terbentur masalah harga ya toem kita istilahnya kita ukur ya lawan kita itu seperti apaYa, kita lihat kalau lawan kita itu harganya itu jauh

sama kita, berarti bukan kira-kira itu bukan apple to apple ya to, materialnya bahan bakunya segala macam dan kita lihat kita bisa ngelihat itu dari dasar perhitungannya, kita kan bisa ngitung pricing ya dan itu membahayakan. Sebetulnya membahayakan di produknya, justru hal tersebut kita lepassengaja kita dorong untuk klien itu mau PO ke mereka. Dan kenyataannya kebanyakan dan seringkali terjadi, setelah kita mem PO ke mereka, biasanya 1-2 bulan kemudian mereka akan complain, bermasalah, sparepartnya rusak.

Mesinnya rusak, bahkan mungkin gara-gara sparepart tersebut rusak, tambah mesinnya tambah di hal-hal yang lain ikut rusak ya, itu kita membalikkan keadaan ke sana, akhirnya klien kami akan datang lagi ke kami ya itulah yang akhirnya justru pekerjaan kami menjadi lebih malah lebih besar. Karena dengan menggunakan spare part dari orang lain, tadinya sparepart A yang rusak, dipasang di ganti sparepart A tapi karena kualitasnya nggak bagus lebih parah rusaknya, sehingga menghantam sparepart yang lain, akhirnya kan sparepart B, spare part C, spare part D ikut rusak akhirnya si klien kan udah nggak percaya ke competitor kami, yang mengerjakan itu, mereka akan datang ke kami, minta tolong ke kami, nah itulah cara kami membalikkan keadaan dari yang tadinya apa merupakan situasi yang kurang menguntungkan menjadi sebuah keuntungan." ("to change the weaknesses into our advantages is not so easy. .We often have to understand our competitors. For instance, the price. When our competitors offer lower prices, we make estimation. We cannot make apple to apple comparisons. The materials and everything else are different. We sometimes can see that low prices are dangerous for the products. If that happens, we will let the costumers purchase the products from them. Usually after two or three months, they will complain about the products due to faulty or bad spareparts. Later, they will complain about their broken machines. Finally, the customers will go back to us and give bigger purchase orders because their machines broke. For instance, initially spare part A is broken. This causes chain reaction to some other connected spare parts such spare parts B, or C, or D. Therefore, the customers no longer believe our competitors. This means that our weakness somehow creates advantages for us.

8. Concentration of Resources

The essential in concentration is allocated the resources to receive the maximum benefits from the resources. A highly skilled resource is recruited to bring a leverage to the company. PT X implements this principle in every part of their business. The focus is on their strength against their weakness. PT X also builds their teamwork to be better than other companies. The old man says: if you want your customer satisfied, bring satisfaction to your employee first. This motto used in PT X. Every person in this

company is bringing their full potential to make the company more magnificent than before and bring satisfaction to the customer they served.

9. Economy of Force

The economy of force is needed to access our capacity. Based on the interview with The Director of PT X, the main focus of this principle is to use the resources of the company effectively. The director always thinks that the most excellent resources of the company are their employees. So when the company need to allocated their focus on the resource of the company, the employee becomes their first choice. The employee needs to build internal strengths and chooses the battle. Every resource needs to know their job, fight, and achieve their target. Return on investment also becomes an indicator that is needed in the economy of force. The sales of the company determine ROI. Their salespersons and also their maintenance crews can achieve sales. Cooperations between divisions are needed to achieve customer satisfaction.

“Perusahaan ini membangun loyalitas dan kedisiplinan para karyawan dengan menerapkan sistem reward and punishment. Perusahaan kami secara konsisten memberikan reward kepada para karyawan yang berprestasi dan dapat mencapai target yang telah kami berikan. Bentuk dari reward yang kami berikan juga berbeda-beda dari waktu ke waktu. Dengan sistem reward dan punishment.”

"This company builds loyalty from their employee to implement a reward and punishment system. Our company is consistently giving rewards to our best employee who can achieve our goals. The kinds of rewards are different from time to time. We are using a reward and punishment system."

PT X are using reward and punishment to motivate their best employees. This creates competitive atmosphere and thus employees strive to perform well.

10. Command Structure

The function of the command structure in PT X is to help employees understand the command flow and the company command system. In the process of implementing command structure, the communication between the leader and the followers must be clear; command structure also create the links in the chain so the other principles can be applied effectively. The command structure is needed to make a corporate decision and bring the vision of the company.

Employee morale is crucial in this principle; morale is the result and a key to proper management. In building morale within the company, a leader has an important role; they give the example of "right things," and their followers will do the same. According to the result of the interview with the deputy director of marketing, training, and development, PT X builds the morale of its employees through a typical approach. PT X treats their employees as family members and cares about their well-being. The company does not only ask their employee to fulfill their duties but also to take care of their own families.

“kita membangun loyalitas karyawan dengan menerapkan sistem reward dan punishment. Jadi ada reward dan punishment, selain itu juga kita membina hubungan kekeluargaan yang baik dengan para karyawan. Karyawan dianggap merupakan satu kesatuan keluarga, satu kesatuan badan. Perusahaan tidak hanya menuntut para karyawan untuk focus pada pekerjaan mereka. Cuma menuntut doang, tapi perusahaan juga memperhatikan kesejahteraan keluarga mereka. Perusahaan biasanya memberikan support untuk anak-anak para karyawan yang berprestasi di sekolah mereka, kita bantu apa ada beasiswa ada apa, kira-kira seperti itu. Sehingga ya dari karyawan ada merasa bahwa memang apa ada merupakan satu keluarga lah, satu keluarga besar gitu” (“we build employee loyalty through reward and punishment system. So, there is a reward and a punishment. Besides that, we also build a good family relationship with our employees. We see our employees as the whole family, the whole body. The company is not only asking their employee to focus on their works. Not only asking, but the company also cares about their family welfare. The company usually gives support for the employee's kids who has excellent performance in their academics; we help them with a scholarship or something like that. So, our employee also feels that they are one family, one big family.”)

11. Personal Leadership

PT X also implements the principle about personal leadership; they keep the balance in the leadership by combining the leadership strength with management strength. PT X also understands the "arts" of leadership; they not only need to be professional but also be human. In order to implement the "arts" of leadership PT X uses a common approach to build the morale of their employees and to gain internal loyalty from their employees. Faith and trust between leaders and followers are essential in this principle.

“kita membangun loyalitas karyawan dengan menerapkan sistem reward dan punishment. Jadi ada reward dan punishment, selain itu juga kita membina hubungan kekeluargaan yang baik dengan para karyawan. Karyawan dianggap merupakan satu kesatuan keluarga, satu kesatuan badan. Perusahaan tidak hanya menuntut para karyawan untuk focus pada pekerjaan mereka. Cuma menuntut doang, tapi perusahaan juga memperhatikan kesejahteraan keluarga mereka. Perusahaan biasanya memberikan support untuk anak-anak para karyawan yang berprestasi di sekolah mereka, kita bantu apa ada beasiswa ada apa, kira-kira seperti itu. Sehingga ya dari karyawan ada merasa bahwa memang apa ada merupakan satu keluarga lah, satu keluarga besar gitu” (“we build employee loyalty through reward and punishment system. So, there is a reward and a punishment. Besides, we also build a good family relationship with our employees. We see our employees as the whole family, the whole body. The company is not only asking their employee to focus on their works. We do not only make demands, but we also care about their family well-being. The company usually gives support for the employee's kids who have excellent academic achievement. We give scholarships or something like that. So, our employee also feels that they are one family, one big family.”)

12. Simplicity

Simplicity is needed to make every command and strategy become achievable goals for every employee, even the employee in the lower position. In PT X, the implementation of simplicity is the specialization. Every command and strategy in PT

X is tailor made specifically and detail for each division. Besides, every employee is trained to specialize in one type of works. In the interview, the statement from the Deputy Director of Marketing, Training, and Development.

“dari hasil analisa itu nanti bagian training akan menterjemahkan strategi, untuk mendevelop step by step ya di marketingnya, di ee.. produksinya gitu, kira-kira seperti itu.” ("From that analysis, training department will later interpret those strategies, developing (what is being developed) step by step in the marketing, that is the production, mostly like that.")

“... pertama kita terapkan di bagian operasional yaitu spesialisasi Jadi karyawan kita, spesialisasi ya ee.. misalnya o.. yang ini ee.. ahli dibidang A tapi untuk B nggak bisa. Yang ini ahli di bidang B dibidang C nggak bisa. Kita spesialisasi untuk keahlian ya. Keuntungannya juga dengan adanya spesialisasi makin special ya to, dia produktivitasnya juga makin baik, skillnya makin tinggi.”

"... firstly we implementing an operational department is specialization So the specialization in our employee is like someone is specialized in A but cannot do B.The other is specialized in B but cannot do C.We specialize in skills. The benefit of the specialization has become more specialized, and it also increases their productivity; their skill becomes more skillful than the others who do not specialize in that skill."

Table 2 The Result of Evaluation PT X’s Marketing Strategy Based on The Sun Tzu Principle

No	The Sun Tzu Principle	Implementation in PT X	The Compatibility
1	Honor the Customer (Know who they are, know what they want, and give them what they want. Not everyone is a potential customer, so we must decide which people are our customers)	PT X determines the market in which they choose to serve, identify, analyze, and match their needs with what they offer in their business. PT X improves the quality of their product and service to satisfy their customers which mostly are foreign companies.	Compatible
2	Organization of Intelligence (Know your market as well as know yourself)	PT X gathers the data, analyzes and evaluates its markets and competitors, conduct product and services development and also protects their company secrets.	Compatible

No	The Sun Tzu Principle	Implementation in PT X	The Compatibility
3	Maintenance of the Objective (A clear intention and a steady aim)	PT X always conducts maintenance of the objective and focus on their goals. The company always makes their decisions based on their vision and missions. This principle also helps PT X get ahead of their competitors who has a lower standard than them but gives an attractive offer to snatch their customers. This principle helps PT X create their image and reputation among their customers. It leaves a good and deep impression in their customers' minds. Quality and service is the top priority of the company delivered to the customer.	Compatible
4	A Secure Position (Occupy a position that cannot quickly be taken by your opponents)	PT X implements this principle to attain irreplaceable spots in the customers' minds. This principle comes naturally to PT X because they always give their best to satisfy their customers. To achieve that PT X also leverages their capacity using an alliance with their specific competitor who has good product quality and manner.	Compatible
5	Offensive Action (Keep on the offensive to secure freedom of action)	PT X determines its priorities based on the preference of the customers, and they serve the group of customers who prefer their product and service. When PT X already sets their priorities, they will work and made decisions based on that calculation. This kind of activity helps them not quickly to affect by their competitors.	Compatible
6	Surprise (Surprise is the best way to gain psychological dominance and deny the initiative to your opponent)	PT X always made its competitor confused with their working style and development because of the use of an organization of intelligence principles. In the working process, PT X implement specializing workers in work; each person has a specialist in their working field. It helps them to give their best working performance and at the same time also protects the company secrets.	Compatible

No	The Sun Tzu Principle	Implementation in PT X	The Compatibility
7	Maneuver (The most natural routes are often the most heavily defended; the most extended way round can be the shortest way home)	PT X always uses the chance which they have to leverage their opportunities in the market. Other than leveraging their opportunity, PT X also implements the strategy of think great work small and reinforce strength; minimize weakness. PT X do the maneuver through the simple things which maybe it also undetected by their competitor. From the outside, the services which PT X provides for customers seems commons; but they make their customer depending on them and always remember them because of all the treatment which they give to them.	Compatible
8	Concentration of Resources (Mass sufficiently superior force at the decisive place and time)	PT X always concentrates on what becomes their strength and makes it more powerful to attain their goal.	Compatible
9	Economy of Force (Assess where you employ your resources accurately)	PT X assesses, where they should optimize their resources accurately. They are not waste their energy to handle unimportant things. They can handle their internal conflict and build internal strength. They were also efficient in their working process.	Compatible
10	Command Structure (The management process unleashes the power of human resources)	PT X implements this principle to help the employee understand the command flow and command system. Besides that, PT X also build the morale of their employee using social approach.	Compatible
11	Personal Leadership (It requires the leader's faith in his or her people and their faith in the leader's ability to win)	PT X keeps the balance in its leadership by combining leadership strength with management strength. PT X also uses a common approach to implement the "arts" of leadership. The important thing in the "arts" of leadership is to be professional; be human.	Compatible
12	Simplicity (Even the most straightforward plans are difficult to execute)	PT X makes everything easier to understand for their employee. It happens because the Marketing, Training, and Development Department simplifies the marketing strategy to become the specialized training process for every department.	Compatible

According to the result of evaluation based on The Sun Tzu Principle, PT X, as a company, is implementing 12 from 12 principles of Sun Tzu. This company has excellent conditions to develop and maintain its performance to realize its vision and mission; this means the marketing strategy of PT X is already suitable for their market, which has dynamic competition.

4.4.Limitation of the Study

One of the limitations in this study is the duration of interview with the key informants, due to their busy schedule researcher only could get short period of time to conduct the interview. Because of this situation researcher could not go deep enough for the interview process to gather more detail information about the existing marketing strategy in PT X.

