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**STRATEGY TO WIN THE GLOBAL MARKET COMPETITION
(STUDY AT THE PT. KARYA TANGAN INDAH, BALI)**

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Abstract

This research was conducted at the company "PT. Karya Tangan Indah" Badung, Bali is focusing its work in the craft industry sectors silver, gold, beeswax candle, and crocodile skin with primary market target is the global market. Formulation of the problem in writing this paper is how to build superior perceived value for the consumer and the planning, selection and application of competitive strategy in marketing is right in responding to market demands in the era of economic globalization and the free market? Emphasis on the writing of this paper lies in the combination of strategic management with marketing management and a discussion of using Strength Weakness Opportunity Threats (SWOT) Analysis and reviewing more in-depth on a variety of strategies such as product, pricing and promotion strategy.
Keywords: analysis, marketing, strategy, global markets and management.

INTRODUCTION

Background

Analysis of the global economy is becoming increasingly important in evaluating the business, especially since the economic crisis that hit many countries in the region led to many companies mired in prolonged difficulties. Every businessperson should be ready with all the discourse to face increasingly fierce competition, and the market is very cruel (The Edge of Chaos).

Marketing divided into three pillars, namely marketing value (Brand, Service, Process), Marketing Strategy (Segmentation, Targeting, Positioning), and Marketing Tactic (Differentiation, Marketing Mix, Selling). In the application of modern marketing is more skewed in Strategic Marketing Management degree, which is oriented towards long-term conditions, as navigator institutions and prioritizing value.

PT. Karya Tangan Indah concentrates its work in the craft industry sectors Silver, Gold, Candle, and Crocodile Skin with primary market target is the global market that traditional referred. Emphasis on the writing of this paper lies in the combination of Strategic Management with Marketing Management and a discussion of using SWOT Analysis and reviewing more in-depth on a variety of strategies such as Product Strategy, Pricing Strategy, Promotion Strategy. PT. Karya Tangan Indah started to conduct a review and strategic planning in marketing by analyzing the field of product strategy, pricing strategy, distribution strategy and promotion strategy. Overall strategy chosen is aligned with the vision and determination of the organization's mission as well as the selection of an appropriate market to be in sync with

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market demands and resource capacity of the organization, so that performance measurement and control applications will form the optimal strategy.

PROBLEM FORMULATION

Formulation of the problem in writing this paper is how to build superior perceived value for the consumer and the planning, selection and application of competitive strategy in marketing is right in responding to market demands in the era of economic globalization and the free market?

METHODS

Sources and Preparation of Data

Field data that will be used as a raw material analysis and writing of this paper can be described as follows:

Sources of Data

Consists of two data sources namely primary data source derived from the internal data in the form of reporting corporate accounting, finance, marketing and operations, as well as a result of interviews with top management of the company. While the Secondary Data Sources mainly from scientific reference data is used as test material analysis and evaluation.

Data Preparation Method

Primary data primarily derived from the company mostly composed in the form of:

1. Table, that is statistical data tabulation good operating results of the financial sector marketing and production.
2. Papers, papers or writing of the work of the company in a time series that contains an overview of the company's overall progress.
3. Leaflets, which is the global sheet on the strategic overview and companies in the industry.
4. Strategic & Operational Manual, which includes a strategic review the company's operations as a business institution in organizational life journey.
5. Questionnaire, a sheet of questions that could be posed to the experts and other respondents about the things that will be investigated.

Method of Analysis

In the process of analysis of the data used in the following methods:

1. Graphics & Matrix method. Analysis model is particularly needed in general to facilitate the mapping of a particular situation that general conclusions can be drawn faster. Matrix method is mainly used in mapping the position of business unit portfolio (BCG Growth Share Matrix), to map the relative position of competing (Competitive Setting Audit), mapping the competitive situation of the industry (Industry Structure) and mapped the competitive strategy (Competitive Strategy Matrix).
2. Reliability methods. This method is needed to test the relevance and validity of a variety of variables and assumptions usage in the long-term planning.

3. The validity of the method. To determine the validity of each of the variables used in the study, so the end of the result is more accurate.
4. Mathematical & Quantitative Methods. Required in the performance measure for determining the feasibility of activities such activities.
5. Stages of Analysis Methodology Paper. In general, the paper analyzes the stages are as follows:
 - 1) Economic Laws
 - 2) Business Management Model
 - 3) Mathematics / Quantitative Equations
 - 4) Statistical / Econometric Test
 - 5) Graphics & Table Representation

FACT

Company Name PT Karya Tangan Indah

Br. Batur Ning - Mamba Village, District Abiansema - Badung

Internal & External Analysis Company

Internal analysis (Strengths & Weaknesses) and External Analysis (Opportunities and Threats)

Internal analysis

The forces at PT Karya Tangan Indah including the following:

1. The selected USA market is a market with a high level of wealth and growth for luxury jewelry products
2. Product Design unique, classic, antique and luxury make the company's products occupy a special position in the minds of consumers
3. With a high degree of differentiation and lifetime product warranty make the company's products competitiveness in the market is very strong.
4. Human Resource/HR field has a high skill level
5. The Company has a strong design team so that the company's product is difficult to surpass by any competitor.
6. Firms financed entirely with equity capital of the company owners, so it is highly resistant to economic crises, and not utilizing funding from bank loans
7. System applicable transaction is Cash Basis receivables, the risk of congestion can be minimized and the time value of money the company optimized
8. Company's operations are supported by sophisticated equipment and skilled operators.
9. The company's products are sold in U.S. dollars, while its operating costs in rupiah so it gets a good double incentive of weakening rupiah (price of the finished product is cheaper) and a stronger dollar that revenue increased due to foreign exchange.

Weaknesses in PT Karya Tangan Indah including the following:

1. By simply selecting the USA market as the only target market, the risk faced by the company is quite high, depending on the condition and situation of political, economic and social between Indonesia and USA.
2. Marketing model that only concentrate on quality and luxury product companies simply can trap on Marketing Myopia

3. Because the majority of the owners are from the USA culture and management style will be oriented to the United States, resulting in a culture of collaboration between the two nations that often cause friction.
4. It commonly occurs in Multi National Company which employs human resources of several countries is that income inequality has a different standard, and so is a source of jealousy.
5. Because almost all of the revenue comes from the export transaction is likely affected by foreign exchange controls will be applied by the government soon.
6. Companies producing luxury models with a choice of high-level differentiation, very prone to duplication and tampering with copyright (perhaps also HR experts) by the competitor.

External Analysis

Opportunities include the following:

1. The destruction of the joints of the national economy slammed by a prolonged economic crisis, on the one hand has made National economic growth in the last four years was in the nadir. But on the other hand it is becoming a huge opportunity for companies remaining and survived to this day (natural selection in reducing competition).
2. The era of the 21st century will be characterized by fierce competition and wild in the corporate world, because the land capital and money (comparative advantages) will not be much longer play a role, then the increased competitiveness (competitive advantages) will receive priority for the nations of the world if you want to survive in the era of free trade and economic globalization come. Instead the company has a competitive advantage in the industry sector is primed to win the current era of competition in the business sector.

Threats including the following:

1. Fragility of our economic fundamentals, which has affected the real sector economic recovery showed no significant results, while the impact of regional and global economic turmoil, especially the monetary sector is very pronounced impact on the national economy transmitting. So the framework of economic globalization on the other hand will also bear an enormous threat to the economy, especially its main market companies located abroad (USA) will immediately be in the competitive global market.
2. With the creation of sharp chasm that separates our society between the rich to the poor, especially the urban and rural communities, is a time bomb for the pursuit of the company if not careful in taking operational policies, social tension can arise.
3. With good industrial appeal will invite the newcomers from abroad to participate in the competition on the industry map, then the ability of the company to increase its competitiveness got real challenges of the global competition that will come.

Documenting of SWOT Matrix SWOT formed above the following:

	Opportunities	Threats
	<ol style="list-style-type: none"> 1. Premium Profit 2. Market Leader 3. HR Cost Offers 4. Product diversification 	<ol style="list-style-type: none"> 1. New Entrants 2. Jealous social 3. Duplication Products 4. Legal Certainty
Strengths	S-O Strategy	S-T Strategy
<ol style="list-style-type: none"> 1. Product differentiation 2. Human resources Cost Offers 3. Strong Capital Structure 4. Products Guaranteed Forever 	<ol style="list-style-type: none"> 1. Development product 2. Search New Markets 3. Increase m Satisfaction 4. Development Human resources 	<ol style="list-style-type: none"> 1. Competitiveness Up 2. Barriers Login 3. Differentiation 4. Product innovation
Weaknesses	W-O Strategy	W-T Strategy
<ol style="list-style-type: none"> 1. Human resources Quality Not Average 2. Centralized risk 3. Marketing Myopia 4. Legal Certainty Transactions 	<ol style="list-style-type: none"> 1. Human Resources Development 2. Decentralization Strategic 3. Strategic marketing 4. Risk equalization 	<ol style="list-style-type: none"> 1. Find New Markets 2. Delegation of Authority 3. Human resource development 4. Diversification

Analysis of Industry Structure

Analyzing the structure of the industry in which the institution is absolutely necessary to take part because of the success of a business institution is usually determined by the following two main factors:

1. Industry Attractiveness. An exciting industry with good structure will provide an opportunity for institutions to generate high return on investment for the company.
2. Competitive Position. The competitive position of an internal factor, which determines opportunities for companies thrive in an industrial environment.

Analysis of the constituent components of the industrial structure of the company is:

- a) Industry Competitors competition among companies in Indonesian handicrafts have very fierce
- b) New Entrants when viewed this industry more attractive it is possible that the newcomers will emerge
- c) Supplier either the supplier or suppliers of factors of production funds will be stronger bargaining power in future
- d) Customer high competitiveness or the stronger bargaining power, because of the many options and information about the product

- e) Substitute Product / Product Replacement: substitution products with various quality and style are very much available in the market, and the tendency in the future will be more complicated
- f) Other Stakeholders is other interested parties such as the government and its related agencies, NGOs, and other labor organizations.

Selection of Markets

1. Main Market (Main Market Share), for a company that has penetrated the region in general global market share is the main global markets USA.
2. Additional market, it is necessary to consider the market in addition to the main market, good for Asia or Europe

Analysis of Portfolio Companies

Broadly, it can be categorized as Strategic Business Unit following firms:

1. Luxury Gold & Silver Jewelry (95% Revenue company)
2. Candles & Jewelry Crocodile Leather (5% Revenue company)

Analysis of Goals / Objectives

Long-term goals / 5 Years

1. Profitability.
 - a) Projection of the achievement of profit from Gold & Silver jewelry Luxury reached an average of 40% per year.
 - b) Projected profit achievement for jewelry Crocodile Skin & Wax is about 30% per year.
2. The market position, projected to obtain an increase of about 300% market share by acquiring a competitor's market is to remain a leader in the global market.
3. Productivity, increase productivity for Luxury Gold & Silver jewelry around 300% and Crocodile Skin & Wax jewelry approximately 200%.
4. Human resource development, human resource development has been running a well established and integrated in all areas to improve the competitiveness of enterprises.
5. Social Responsibility, creating greater employment for workers with an increase in area of employee benefits in line with the company's progress.

Short-term goals / 1 Year

1. Profitability
 - a) Projection of the achievement of profit from Gold & Silver jewelry Luxury reached an average of 30% per year
 - b) Projected profit achievement for jewelry Crocodile Skin & Wax is about 25% peryear .
2. Market Position. Projected to be obtained by strengthening its market position by acquiring a competitor's market so the market leader position more secure
3. Productivity. Projected an increase in productivity with a growth rate of about 50%
4. Human resource development. Implementation of human resource development program has begun intensive implemented in all sectors to improve the competitiveness of enterprises

5. Launched the company's involvement in social action such as a natural disaster / flood, natural reforestation and conservation of nature in various places in the country.

Result

Results to be obtained from the research is the condition and position of the current and future competition in the business environment faced by the company, known as the Competitive Profile Settings, Setting Index as a quantitative indicator of competition. The variables that will be studied with an index range includes:

1. Customer Demand, has three decisive factors in evaluating customer demand in the mapping competition as follows:
 - a. Enlightened Factor
 - b. Informational Factor
 - c. Empowered Factor
2. Competitors, competitors' situation is also influenced by the following three variables:
 - a. General Factor
 - b. Aggressiveness Factor
 - c. Capability Factor
3. Driver change, a change of variables which is supported by three main factors that are:
 - a. Technology
 - b. Economy
 - c. Market / Social.

By researching and evaluating the three variables above with all its constituent factors it can be concluded that the competitive conditions companies are at that is most advanced level of Chaos Condition.

Company Orientation

By using The Sustainable Marketing Framework can be determined the orientation of the company with various factors that influence:

1. Competitive conditions (Competitive Setting): Chaos with some following factors:
 - b. Customer: treated as a Partner
 - c. Competitors: it is not to be expected (Invisible)
 - d. Change Driver: Surprising rate changes
2. Orientation company: Customer Driven Company with several factors that affect the following:
 - a. Company Type: as Service Provider
 - b. Key Success Factors: Accountability Data Base, Product Customization, and Interactive Communication.
 - c. Type of Marketing: Individualized Marketing.
3. Marketing strategies are formulated in accordance with the conditions of competition as well as the orientation of the company as follows:

- a. Marketing Value
 - 1) Brand
 - 2) Service
 - 3) Process
- b. Marketing Strategy
 - 1) Segmentation
 - 2) Targeting
 - 3) Positioning
- c. Marketing Tactic
 - 1) Differentiation
 - 2) Marketing Mix
 - 3) Selling

Value Discipline

In this case PT Karya Tangan Indah selecting superior in value discipline in order to win the competition by selecting the Product Leadership and Customer Intimacy superior balanced competitors and Operational Excellence.

Strategy Analysis

- 1) General Strategy
 - PT Karya Tangan Indah choosing Focus Differentiation Strategy as Generic Strategy without reducing the level of cost efficiency and operational level.
- 2) Operational Strategy
 - Marketing strategies, operational strategies in marketing can be described in the discussion on Sustainable Marketing Framework following:
 - a) Marketing Value. Three critical component of the marketing value are Brand, Service and Process, which are compiled in the third to win the hearts of customers (Win Heart Share) and distinctive luxury product companies.
 - b) Marketing Strategy. Compiled by three pillars, namely marketing strategy Segmentation, Targeting and Positioning, aiming to seize the customer's minds (Win Mind Share) as a high-quality product with a high level of differentiation in the USA market.
 - c) Marketing Tactic. Determined by three main factors, namely Differentiation, Marketing Mix and Selling, aiming to grab market share (Win Market Share) by emphasizing differentiation, luxury and service assurance product lifetime product usage.

Operations Strategy

When viewed from an operational standpoint, the company's strategy for reviews of the following:

Facilities & Equipment

- a) Area offices, warehouses and product display
- b) Production equipment
- c) Production area

Buyer (Supplier)

- a) Raw materials from major suppliers
- b) Supplemental equipment for the completion of the product (machining)
- c) HR of sources of a good price labor and skilled

Planning & Control

- a) Do the achievement of product quality measurements with the model of Total Quality Control rigorous and ongoing.
- b) To apply the model management process management Total Quality Management in order to achieve optimal performance.

Product Strategy

- 1. Search Goods. Types of products that essentially contains the attributes that can easily be evaluated directly by the consumer before enjoying the product. For Search Product usually advertisement a low elasticity Price; elasticity of demand is currently high because consumers already know in advance the characteristics of this product. Pricing and Promotion strategies So Low Markup Pricing is usually relatively suitable for this type of product types.
 - a) Experience Goods. Strategies are suitable for use in this type of product in the market is demanding products Differentiation Strategy company as Quality Leader making it possible to apply the Premium Pricing Policy. Experience Goods in general is a combination between real product and product services.
 - b) Credence Goods. This type of product contains the main attributes that can not be evaluated completely by the customer Consumers enjoy the product even after the stretcher, so credible seller, the quality of the brand, the company's public image and reputation to be the main element in the consumer purchase decision. Credence Goods; generally a pure service products so it is suitable to be applied to the Differentiation Strategy and Premium Pricing Policy and Quality Policy Leader.

Appropriate product strategy is applied corporate enterprise product category Search Goods, Product Strategy Premium Differentiated Product with Price.

Pricing Strategies

Reference: Price-Quality Strategy

Product Price

Product Quality	High	Medium	Low	
	High	Premium Strategy	High-value Strategy	Superb-value Strategy
	Medium	Overcharging Strategy		
Low	Rip-off Strategy			

Promotion Strategy

There are four tools to communicate the company's products in the market known as the Promotion Mix, that is:

- a) Advertising. Non-personal promotion and presentation of the idea / product by a particular sponsor
- b) Sales Promotion. Intensive short term to stimulate buyer
- c) Public Relation. Varied program is planned to repair, maintain, or protect the company's product image.
- d) Personal Selling. Conversation directly from the sales personnel to potential customers to make a sale.

CONCLUSION

Variable relevance Company

1. The Company currently has sufficient resources relevant to the needs of the institution in the short-term goals
2. Face the level of competition and changes within the next five years, existing resources is now a very limited capacity to support the company achieve its goals.

Variable Analysis Company

1. Selection of corporate development model must be able to support any strategy that will be implemented by the company in the face of the industry environment.
2. For every situation and environment requires a different type of strategy, so that resources will be different supporters.
3. Analysis of the variables that influence the development needs of the company is the condition of the industry structure where companies take part, especially the adjustment between the level of industry attractiveness with corporate strategy to be applied in selecting the relative position to its competitors.
4. Competitive Setting of Audit will provide an overview of environmental quality that companies face in choosing a model competition.

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