

PT INKA's Export Marketing Strategy Towards Competitive Advantage

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Abstrak. Penelitian ini bertujuan menganalisis strategi pemasaran ekspor PT INKA dalam menuju competitive advantage hingga tahun 2018. Peneliti memakai sumber data primer dan sekunder dengan teknik pengumpulan data wawancara dan dokumentasi. Hasil penelitian mengungkapkan bahwa PT. INKA memiliki: (1) Kekuatan, kekuatan harga yang sangat kompetitif dan kuatnya sumber daya manusia khususnya tim pemasaran, selain itu pengaruh adanya bantuan pemasaran dari dubes (RI untuk luar negeri); (2) Kelemahan, dalam strategi pemasaran ekspor terletak pada production salah satunya yaitu mesin dan roda yang masih diimpor oleh negara Cina di mana belum memiliki Sertifikasi Standar Industri Kereta Api Internasional (IRIS); (3) Peluang, dapat melakukan upaya untuk lebih memperkuat penetrasi perusahaan Indonesia di kawasan Afrika; (4) Ancaman, pada penyedia kebutuhan sarana dan prasarana yang harus didapat dari impor negara lain, selain itu ditakutkan kompetitor berani untuk menekan biaya bunga atau melakukan perpanjangan tenor atas pembelian barang. Mahalnya pajak yang harus dikeluarkan untuk pengiriman barang menjadi ancaman terbesar, hal ini dibenarkan oleh para informan.

Kata Kunci : Analisis SWOT, Keunggulan Kompetitif, Strategi Pemasaran

Abstrak. This study aims to analyze PT INKA's export marketing strategy towards competitive advantage until 2018. Researchers use primary and secondary data sources with interview and documentation data collection techniques. The results of the study revealed that PT. INKA has: (1) Strength, very competitive pricing power and strong human resources, especially the marketing team, in addition to the influence of marketing assistance from the ambassador (RI for overseas); (2) Weaknesses in the export marketing strategy lie in production, one of which is engines and wheels which are still imported by China, which does not yet have the International Railway Industry Standard Certification (IRIS); (3) Opportunities, can make efforts to further strengthen the penetration of Indonesian companies in the African region; (4) Threats, to providers of facilities and infrastructure needs that must be obtained from imports from other countries, besides that competitors are afraid to dare to reduce interest costs or extend the tenor for the purchase of goods. The high taxes that must be issued for the delivery of goods are the biggest threat, this is confirmed by the informants.

Keyword : SWOT Analysis, Competitive Advantage, Marketing Strategy

Introduction

Today's increasingly rapid economic development encourages increasingly fierce business competition. This indicates that every business entity involved in the world of competition must have a competitive advantage. Therefore, to have a competitive advantage, the company must have the ability to produce different products as a differentiator from other companies' products. The resulting product is of course a special product where the product will later become a product that consumers are interested in and can become a product that has different characteristics compared to other business entities (Sunyoto, 2015:1). With this competition, there are many opportunities and threats faced by business entities, both domestic and foreign. With this in the market as well as various changes in the business environment as well as what consumers want, companies must also be able to understand in order to be able to compete with other companies. Various efforts were also made by the company by optimizing the company's strengths and minimizing the weaknesses faced by the company. So, to make it easier to face

competition, it is necessary to be precise in choosing and then determining the strategy used by a company. Porter (in Setiawan, 2012:14) explain that competitive advantage is important in marketing in creating an effective competitive advantage in the market. This is in line with the definition expressed Simamora (in Ichwanda, Arifin, dan Yulianto, 2015:2) explains that strategy is the main or fundamental thing from pre-planned goals, the sharing of resources and the interaction of an organization with markets and other environmental factors. Prakoso (in Djodjono and Tawas, 2014:1217) stated that competitive advantage is an effective profit strategy that a company has in the market.

Varadarajan (2010:120) defines marketing as an activity, set of institutions, and the exchange of offerings that have value for customers, clients, partners and society at large. Competitive advantage has the aim that in achieving competitive advantage it can be sustainable and able to lead the market, so that the company gains a competitive advantage, the company must have the ability to produce different products in a competition. Kotler and Amstrong (in Darmayani, Suharyono, and Abdillah, 2014:2) stated that competitive advantage is an advantage that is possessed to exceed other competitors obtained by providing a greater value offer to consumers than competitors' offers. Fitriyani, PA, and Wibowo, (2015:143) state marketing strategy is a company's desire to obtain profitable relationships and create customer value. This is reinforced by Reza and Abdullah, (2018:2004) which states that strategy has a function so that what has been designed in a strategy can run as expected. Saragih (2017:151) states that there are four (4) elements or commonly referred to as 4Ps in the export marketing mix, namely 1) export pricing strategy, 2) export product strategy, 3) export promotion strategy, and 4) export distribution strategy. Marketing strategy is a way to maximize the level of sales, therefore the marketing strategy needs to be formulated appropriately. Marketing strategy formulation includes 7Ps including price, promotion, product, place, human resources, process, and physical evidence (Silalahi, Jobiliong, and Wilson, 2020:45).

One of the most important factors in a company is marketing. In the survival and development of a company, marketing factors have an important role in it. So that the targets to be achieved are met and run smoothly and the product easily reaches consumers. Manullang (2013:193) states that marketing or marketing is the exchange of goods which initially begins with the emergence of consumer needs, these needs are satisfied by producers by producing goods and services according to consumer needs and then exchanging these goods from the hands of producers to consumers.

This was confirmed by Amstrong (dalam Siregar, Sunarti, dan Mawardi, 2017:37) Marketing is a process carried out by companies in creating close relationships with customers and creating value for customers with the aim of obtaining value in return from customers. Whereas Marolop Tandjung (dalam Afandi, 2020:64) explain the release of manufactured goods originating from the Indonesian customs territory which is then sent abroad in accordance with applicable customs regulations, called exports. Lages and Montgomery (in Adidarma, 2015:39) explained that the existence of export activities can help companies in increasing economies of scale through foreign markets and can reduce the risk of costs in production due to small risks. Nurhakim dan Satar (2015:17) states that the business activity of trading an item with the aim of obtaining profit based on the applicable activities that pass through the Indonesian customs area is called an export. As well as in a book entitled Import Export Law explains that export marketing regarding the dimensions of the products offered is still based on the utilization of the product and the level of customer satisfaction with the products being marketed (Andrian Sutedi (dalam Irawan dan Ningrum, 2019:24).

Seeing this, marketing also needs a very appropriate strategy considering that marketing is an important factor in the company. This study takes the object of the PT INKA company

located in Madiun, the research is focused on the spread of exports until 2018. The production trains from PT Inka are in great demand by other countries because they are known for their very strong products because they are made of steel and stainless steel. From 2013 to July 2018, the export value of Indonesian locomotives and carriages reached US 52.4 million. In line with PT INKA's mission of creating integrated solutions for rail and urban transportation with a competitive advantage in business and technology, of course, to achieve this mission requires an appropriate and effective export marketing strategy. Based on the data obtained in table 1. related to export distribution data from 1991 to 2018 as follows:

Table 1. Export Distribution Data 1991 to 2018

No	Export Year	Country of destination	Train Type	Description
1	1991	Malaysia	Lokomotif	Sub Kontraktor
2	1996	Philipina	Lokomotif	Sub Kontraktor
3	1998	Thailand	Lokomotif	Sub Kontraktor
4	2000	Thailand	Lokomotif	Sub Kontraktor
5	2004	Australia	Lokomotif	Sub Kontraktor
6	2005	Banglades	Kereta Penumpang	Kontraktor
7	2015	Banglades	Kereta Penumpang	Kontraktor
8	2017	Banglades	Kereta Penumpang	Kontraktor
9	2018	Banglades	Kereta Penumpang, Kereta Prames, dan Lokomotif	Kontraktor

One of PT INKA's competitors in the export of locomotives and wagons is China Rolling Stock Corporation (CRCC). China Rolling Stock Corporation (CRCC) is a railway company located in China which is the world's largest supplier of rail transit equipment with a complete product line and leading technology. Its main business includes design, R&D, repair, manufacture, rental, sales and technical services for rolling stock, engineering machinery, urban rail transport vehicles, all kinds of electrical equipment, electrical products and environmental protection equipment, electronic equipment and spare parts, consulting services, investment, and industrial management, asset management, import and export. Based on the China Rolling Stock Corporation (CRCC) website, CRCC's revenue in 2015 was USD 37.8 billion, ranking 266 on the Fortune Global 500 List. Meanwhile, China Rolling Stock Corporation's R&D investment of EUR 1,408 billion was ranked 96th to 2,500 Top R&D investors. World.

In terms of technology, CRCC is capable of producing high-speed trains, railroad trucks, high-power locomotives, urban transport vehicles and other distinctive products that have fully reached the world advanced level and are able to adapt in various complex geographical environments and meet diverse market needs. The high-speed train produced by China Railway Rolling Stock Corporation has become an important business card to show China's development

achievements to the world. Considering the increasingly tight development of the business world as well as competition between other railroad industrial countries such as China, where both countries are able to offer competitive product prices.

As reported by CNBN Indonesia (Pablo, Anggit, and Indonesia, 2019) The President Director of PT INKA said that fighting in the export market was not easy. Due to the increasing number of railroad products on the export market and with the presence of China. Therefore, export products must be easier, better and faster in delivery. Therefore we need the right strategy, considering that marketing strategy is the most important and influential factor in the production, sales and distribution system that the company runs considering the strengths of competitors. Based on the explanation of the background above, the researcher examines PT INKA's Export Marketing Strategy in Towards a Competitive Advantage.

Research Methods

This type of research uses a descriptive qualitative study. The source of the data used is in the form of documents that can support research, besides that it can also be in the form of transaction evidence or other export marketing records related to the overall export marketing process. Data collection is using interviews and documentation. This study uses source triangulation, source triangulation was chosen by researchers to see the validity of the data whether the information or statements from the sources were in accordance with the documents in question and technical triangulation was used to test the credibility of the data by checking data from the same source but with different techniques. Data analysis techniques used are data reduction (data reduction), data presentation (data display) and data verification (concluding drawing).

Results and Discussion

Export marketing strategy towards a competitive advantage, PT INKA in this case the company continues to strive to improve operational activities with renewable strategies, especially in the marketing sector. Competitive advantage is an ability obtained through the characteristics and resources of an entity in order to have a higher quality performance compared to other companies in the same industry or market. Competitive advantage is a very competitive issue today that can be found in the company's ability to take advantage of competitiveness or strength seen from the internal side as an effort to respond to opportunities in the external environment while trying to avoid all possibilities or threats that will be risky and become a source of weakness. The SWOT matrix is used to identify the company's internal conditions which include strengths and weaknesses. The factors consisting of these strengths and weaknesses are then given a weight and rating by the Business Development Strategy Staff. The sum for all weights must be equal to 1. In doing this matrix, for each weight it is multiplied by a rating which then produces a weighted score.

The total weighted score ranges from 1 to 4 with a mean score of 2.5. If the total IFE score is below 2.5, it indicates that the company's internal conditions are weak, and if the total IFE score is above 2.5, it indicates that the company's internal conditions are strong (David and David, 2017:112). The author's interview results were analyzed through the scoring weights and the SWOT matrix as follows :

Table 2. SW. Weight and Rating Analysis

	Strategic Factor	Significant			
		Level	Weight	Rating	Score
<i>Strength</i>	Price	2	0.13	4	0.53
	Production cost	3	0.20	5	1.00
	Communication	2.5	0.17	3.5	0.58
<i>Weakness</i>	Import Machine	2	0.13	2	0.27
	Certificate IRIS	3	0.20	2.5	0.50
	Production Time	2.5	0.17	2	0.33
	TOTAL	15	1.00		3.22

Source: Primary data processed by researchers (2020)

The significance level is an auxiliary table if there is a possibility of adding or subtracting sub strategic factors that could occur, the range of significance levels is between 1 to 4. From the following table it is known that the price is worth 2, production costs are 3, communication is 2.5. The basis for this assessment is based on interviews conducted and follow-up on the information based on it. So that it can be concluded from the weight analysis of the highest significance level score is the cost of production. The weight in the SWOT analysis must be worth one or if it is presented it is worth 100%. The highest weight is on the cost of production. For a rating equal to the weight that is vulnerable from 1 to 4, so based on the table above, it is known that the highest rating is Price. While the score is the multiplication of the weight multiplied by the rating. From the following table it is concluded that the highest total score that affects the strength in PT INKA's marketing strategy is the production cost, which is 1.00.

Based on Table 2. it is known that the machine import is worth 2, IRIS Certificate 3, and the production time is 2.5. So it can be concluded from the weight analysis of the highest significance level score is the IRIS Certificate. The highest weight is on the IRIS Certificate. For a rating equal to the weight, it is vulnerable from 1 to 4 so that based on the table above, it is known that the highest rating is IRIS Certificate. From the table it is concluded that the highest total score that affects the strength in PT INKA's marketing strategy is the IRIS Certificate, which is 0.50. The results of the weight column on the strength and weakness factors are obtained from the value of the significant level divided by the total value of the significant level, namely the sum of the significant levels of strengths and weaknesses with a total of 15. In short, weight = (significant level: 15). Then the rating column is given a rating of 1 to 4 where a rating of 1 = very weak, 2 = weak, 3 = strong and 4 = very strong. While the score column is obtained from the multiplication between weight and rating. Based on the table, it can be seen that the total IFE matrix score is 3.22 which indicates that PT INKA is in a strong position. By knowing strengths and weaknesses, PT INKA can take advantage of strengths to increase export sales and minimize weaknesses in its business. When determining the weights for each opportunity and threat, a scale of 1 to 3 is used, which means the factor is important, quite important and very important. For the calculation of determining the weight of the factors according to the following table :

Table 3. Analysis of OT . Weights and Ratings

	Strategic Factor	Significant Level	Weight	Rating	Score	
<i>Opportunity</i>	Africa Exhibition	Rail	3	0.32	5	1.58

<i>Threat</i>	Shot Market	2	0.21	3	0.63
	Kompetior	3	0.16	5	0.58
	Tax	1.5	0.10	2.5	0.39
	TOTAL	9.5	1.00		2.83

Source: Primary data processed by researchers (2020)

From table 3. above, it is known that the Africa Rail Exhibition is worth 3, and the shooting market is worth 2. So it can be concluded from the analysis of the weighting score of the Africa Rail Exhibition. The weight in the SWOT analysis must be worth one or if it is presented it is worth 100%. The highest weight is on the Africa Rail Exhibition. Based on the table above, it is known that the highest rating is the Africa Rail Exhibition. While the score is the multiplication of the weight multiplied by the rating. From the following table, it is concluded that the highest total score that affects opportunities in PT INKA Tbk's marketing strategy is the Africa Rail Exhibition, reaching 1.58. Competitors are worth 3, and taxes are worth 2. So it can be concluded from the analysis of the weights of competitors' scores that have a high level of significance in influencing the threat to PT INKA. The highest weight is on the competitor. Based on the table above, it is known that the highest rating is competitors reaching 0.16. While the score is the multiplication of the weight multiplied by the rating. So it can be concluded that the highest total score that affects opportunities in PT INKA Tbk's marketing strategy is the Africa Rail Exhibition reaching 0.58. The results of the weight column on the opportunity and threat factors are obtained from the value of the significant level divided by the total value of the significant level, namely the sum of the significant levels of opportunities and threats with a total of 9.5. In short, weight = (significant level: 9.5). Then the rating column is given a rating of 1 to 4 where rating 1 = less response, rating 2 = average response, rating 3 = above average response, and rating 4 = superior response. While the score column is obtained from the result of multiplying the weight with the rating. Furthermore, an IE matrix analysis was carried out to determine the position of PT INKA and to find out alternative strategies that could be applied. In the IE matrix is based on two key dimensions. The horizontal axis of the IE matrix shows the total score of the IFE matrix, while the vertical axis of the IE matrix shows the total score of the EFE matrix.

Table 4. PT INKA . IE Matrix

		Total EFE Matrix			
Total EFE Matrix		4	Strong 3	Average 2	Weak 1
	Tall	3	I	II	III
	currently	2	IV	V	VI
	Low	1	VII	VIII	IX

Source: Primary data processed by researchers (2020)

Based on the IFE and EFE matrix analysis, the total IFE score was 3.22 and the total EFE score was 2.83. Then a mapping was carried out on the IE matrix which showed that PT INKA Tbk was in cell II, meaning that PT INKA was in the average response position. Based on this position, we can determine the right strategy to win the competition next year. So that the SWOT analysis matrix is obtained as follows:

Table 5. SWOT Analysis Matrix of PT INKA's exports in realizing competitive advantage

	<i>Strength</i>	<i>Weakness</i>
INTERNAL	S-1) Competitive price S-2) Low production cost	W-1) Import of engines and wheels
EXTERNAL	S-3) Good communication and strong government support, as well as marketing assistance from	W-2) Don't have a certificate yet IRIS W-3) Production time
<i>Opportunity</i>	Strategi S-O	Strategi W-O
O-1) The presence of PT INKA for the first time at the Africa Rail exhibition.	<ul style="list-style-type: none"> • Direct market penetration to destination countries (S1,S2-O1) 	<ul style="list-style-type: none"> • Holding Joint Ventures with foreign companies that already have IRIS for certain contracts (W2-O1)
O-2) There is a market that will be a target starting from Sri Lanka and African countries and the Philippines	<ul style="list-style-type: none"> • Utilizing the ability of the Indonesian ambassador to introduce products (S3-O2) 	<ul style="list-style-type: none"> • The development of superior natural resources related to the production of machines and wheels is
<i>Threat</i>	Strategi S-T	Strategi W-T
T-1) Competitors dare to reduce interest costs or extend the tenor for the purchase of goods	<ul style="list-style-type: none"> • Focus on maintaining competitive selling prices (S1, S2-T1) • Utilizing the role of the Indonesian Embassy to convince potential 	<ul style="list-style-type: none"> • Expand market to other developing countries that do not require IRIS (W2-T2)
T-2) Expensive taxes that must be issued for shipping goods		

Source: Primary data processed by researchers (2020)

Based on Table 5. until the SWOT analysis matrix of PT INKA's exports in realizing competitive advantage, the study obtained that PT INKA is based on a dynamic process that can not only be seen from the point of view of the final result. This is because PT INKA must continue to innovate related to the activities carried out by the company starting from designing, producing, marketing, delivering and fully supporting the product scheme. Therefore, various efforts are needed, namely the implementation of a good marketing strategy, in order to continue to be able to uphold competitiveness.

In this case, PT INKA, which produces LRT carriages, cooperates with several global railway companies, one of which is CRCC. PT INKA needs to implement the company's marketing strategy in its operational activities, including the following:

Product Strategy

The product strategy is a form of planning carried out by PT INKA which is focused on the products to be marketed. The importance of this application is to make PT INKA remain competitive in an era of increasingly fierce competition. A product strategy that is in accordance with market needs will give PT INKA a position to be superior and be able to dominate market share compared to its competitors, especially in optimizing products so that they are efficient and well received by consumers. As the basis for this research examines marketing strategy with SWOT analysis, the product strategy approach that researchers use is related to product, place, price, and promotion. Facing competitors is not something that can be taken lightly, so there needs to be seriousness in the formulation of each component of the strategy. That is what PT INKA did, one of the intended strategies is product innovation, this must continue to be studied

to be applied by PT INKA, the main goal is to provide satisfaction to customers and also as a step to increase sales volume which will later increase the profits obtained by PT INKA . The raw materials used by PT INKA are of good quality and international standard, this is because there is great hope that there will be no claims from buyers that can harm the company. The innovations made started from increasing speed, the technology used, and efforts to create self-propelled trains, creating shapes and sizes according to customer wishes.

Pricing Strategy

PT INKA is quite competitive in determining the selling price, it is hoped that this effort will attract buyers, because the price offered is very affordable. Pricing is influenced by several aspects including aspects of the total cost of raw materials and costs incurred in the production process. Apart from that, another component is the type of train, or the carriage adjusted to the type of demand, the economic condition of the ordering country, the political and social conditions of the country that are very influential. The higher the level of difficulty and complexity of the train ordered will affect the selling price, in determining the selling price. The setting of market prices is very much dominated by the international market share, this is because the prices set are not too high and get a place or area for the international market. It is hoped that PT INKA will get the maximum profit by setting a relatively affordable selling price in accordance with the purchasing power of the customer. Because the greater the purchasing power of consumers, the higher the profits obtained by the company.

Promotion Strategy

Promotional activities are the main activity in the company. Promotional activities can be said as an effort to introduce the company's products among consumers in the midst of intense competition which is getting stronger day by day. The effectiveness of the promotion is very much dominated by the selection of the form of promotion used for the products being marketed. The type of promotion must be adjusted to the qualifications of the form of the product itself.

Distribution Strategy

Marketing channels or better known as distribution are very dominant, especially for PT INKA, considering that it is one of the components that must be met to attract consumers' interest, as stated by the interviewee that the fast distribution factor can make the company one step ahead of competitors. . The distribution channel used by PT INKA only uses one type of channel used by PT. INKA, which is a direct distribution channel, does not go through a broker/intermediary, so it doesn't cost that much, but it is different from the entry fee in certain countries which is quite high, such as the tax fee on delivery to the machine which is 20% of the total value of the goods. The results from PT INKA's production are also marketed domestically. In exporting goods or distributors must consider some of the economic, political and security of the destination country of the export itself.

Conclusion

The researcher's research focuses on PT INKA's export marketing strategy towards competitive advantage by carrying out the stages of the SWOT strategy as contained in the matrix above to get to a competitive advantage which includes: 1) PT INKA's strength is the power of very competitive prices due to labor costs and production costs in Indonesia is still very low and this company also has high support from the government. In addition, PT INKA is also proven to have won the tender and PT INKA guarantee for 2 (two) years. The strength of human

resources, especially the marketing team, as well as the marketing assistance from the ambassador (RI to foreign countries) are very influential. 2) The weakness that PT INKA has in its export marketing strategy lies in production, namely mainly soaring production costs which are difficult to suppress because PT INKA has not been able to produce several materials, one of which is engines and wheels, which are still being imported by China. , does not yet have the International Railway Industry Standard Certification (IRIS). 3) Opportunities owned by PT INKA are efforts to further strengthen the penetration of Indonesian companies in the African region. The presence of PT INKA for the first time at the Africa Rail exhibition is expected to be able to open the door to further opportunities, because previously PT INKA succeeded in exporting trains to Bangladesh, Singapore, Malaysia, the Philippines, and Australia. 4) Threats owned by PT INKA include providing facilities and infrastructure that must be obtained from imports from other countries, this can be a threat in the future for the company, besides that competitors are afraid that competitors will dare to reduce interest costs or extend the tenor for the purchase of goods. Another thing is the high taxes that must be paid for the delivery of goods, which is justified by the informants and further agrees that this is currently the biggest threat.

Suggestion

The suggestions given by the researcher are: (1) so that PT INKA can maintain the company's condition so that it remains in a profitable position, then the company should support the marketing strategy aggressively through the export marketing strategy of PT INKA which can realize a competitive advantage by carrying out the SWOT strategy stages so that sales targets can be maximized with expenses that lead to increased profits; and (2) PT INKA by applying alternative strategies according to the formulation of quantitative strategic planning analysis so that if the main strategy is not successful, it still has reserves of other strategies that are no less accurate.

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