

**Analysis of Marketing Strategies Based on Porter Model in Freight Forwarding
Companies for Supporting Export and Import Activities
(Case Study at Pt. Global Trans Nusa Pekanbaru)**

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Abstract

This study aims to determine the porter model at PT. Global Trans Nusa and formulating a marketing strategy that can be used by PT. Global Trans Nusa in order to remain competitive. This research uses a qualitative descriptive method, which is to explain systematically and to describe accurately and clearly. PT. Global Trans Nusa applies a porter model in its company. Which has a high level of threat, namely competitive rivalry and threat of new entrants. Competitive rivalry tends to increase due to the increasing number of competitors below. In the threat of new entrants, the government has a policy to facilitate the licensing of the establishment of this industry and this will make it easier for competitors to increase in this industry. In facing these threats, PT. Global Trans Nusa needs to formulate a marketing strategy in order to remain competitive in this industry by segmenting, targeting and positioning.

Keywords: PT. Global Trans Nusa, Freight Forwarding, Porter Model, Marketing Strategy.

1. INTRODUCTION

Freight forwarding business is a trade specialist that provides a variety of functions and facilities for the transportation of goods. The role of freight forwarding in export and import is very large, including, namely carrying out the processing of documentation procedures and formalities required by government regulations of export, transit and import countries, completing documents.

For a business that wants to survive in a market that has many players, it must adopt purely strategic management that will allow it to compete with other competitors in the market. The state of competition in an industry depends on the five main competitive forces mentioned by Porter in the above paragraph. Porter's five strengths framework is a powerful tool when it is in the hands of a skilled manager or analyst. The models presented here have been developed according to the needs and developments of the times.

Pekanbaru is one of the largest economic centers on the island of Sumatra and the Gotrans Group is using this opportunity by building companies engaged in cargo. PT. Global Trans Nusa essentially performs a function that aims to take care of all the activities that are needed so that the delivery and receipt of many via routes, through schedule, through the route, and through. PT. Global Trans Nusa must have a strategic plan, which is to identify activities and performance in the future at least five years in the future. PT. Global Trans Nusa should also be able to compile strategy strategies as best as possible because of the competition in business that is tightly maintained without being overlooked while maintaining a high level of performance.

Purpose of the study are to identify the porter model of PT. Global Trans Nusa and to get required marketing strategy based on porter model analysis at PT. Global Trans Nusa.

This research is inseparable from the results of previous research that have been carried out as a comparison and study including research conducted by Arif, Yunita and Rifni (2018), entitled Jakarta Freight Forwarding Services Marketing Strategy. The results of this study are based on matching the results of the SWOT diagram analysis and IE matrix, the strategy that can be carried out by PT Multi Terminal Indonesia Jakarta Branch in increasing the delivery

of goods using freight forwarding services is to do market penetration, market development, product development, forward integration, integration into back, and horizontal integration. In this undergraduate thesis there is several general theories, According to Porter (1979) Porter's Five Forces Framework is a method for analysing competition of a business. It draws from industrial organization (IO) economics to derive five forces that determine the competitive intensity and, therefore, the attractiveness (or lack thereof) of an industry in terms of its profitability. An "unattractive" industry is one in which the effect of these five forces reduces overall profitability.

2. LITERATURE REVIEW

According to (Priansa, 2017:30) said "Marketing (marketing) comes from the word market. In simple terms, the market can be understood as a place where a group of sellers and buyers meet to carry out transactions for exchanging goods. A market is a place where consumers with their needs and wants are available and able to engage in exchanges to satisfy those needs and wants."

According to Kotler and Armstrong in (Science, 2018: 4) "marketing as a process by which companies create value for customers and build strong customer relationships to capture value from consumers in return."

3. RESEARCH METHOD

The research location at PT. Global Trans Nusa at Tuanku Tambusai street, Pekanbaru. The type of the study used is descriptive research. The types of the data in this study use qualitative data. Source of the data used for this study namely primary data and secondary data sources. On research uses three types of data collection techniques namely interview, observation and documentation.

4. RESULT AND DISCUSSION

4.1 PT. Global Trans Nusa

Global Trans Group with it's head office in Medan-North Sumatera, Indonesia is one of the leading specialist in shipping and logistics providers, offering complete Contractor Logistic Support and trustworthy solutions to the broadest range of supply chain issues. The company offers a total logistics solution with services including shipping, logistics, heavy equipment rental and specialist distribution through their own nationwide network of warehouses.

Dealing with multi-national companies and private individuals, they provide cost effective solutions for moving cargo anywhere in the world. Through their network of international agents and strong relationships with all of the major forwarding and shipping lines they are able to negotiate better rates and pass them on to their customers.

4.2 Discussion

4.2.1 Porter Model of PT. Global Trans Nusa

Five Force Analysis is used to analyze the company's external environment based on competition between similar companies, the threat of new entrants, the threat of substituted products, the bargaining power of buyers, and the bargaining power of suppliers.

4.2.1.1 Threat of New Entrants

Threat of new entrants into the industry depends on the existing entry barriers, combined with the reactions of existing competitors that the newcomer can predict. Based on research, threat of new entrants of PT. Global Trans Nusa are as follow:

Table 1. Threat of New Entrants of PT. Global Trans Nusa

No	Indicator	Analysis
1	Capital requirements	Capital requirements to open a freight forwarding business are not large
2	How to meet capital needs	Sufficient capital needs by cooperating with other logistics companies
3	Level of customer loyalty	The level of customer loyalty is flexible depending on the compatibility of consumers with the company
4	Formed customer loyalty	Customer loyalty not formed by itself but because of good service and performance from the company. So far the company has committed to satisfying customers
5	Government policy	Industrial growth cannot be separated from government policy because the government has made it easier for industrial sector licensing to grow
6	Impact of government policy	Government policy has a large enough impact

Source: Processed Data, 2020

Customer loyalty is one of the factors that can influence the low threat of newcomers. With customer loyalty, customers will automatically continue to use freight forwarding services at the same company so that they will not switch to the company's new competitors so that the threat of new entrants is not too high. However, to form customer loyalty is not easy because the company must have performance and provide maximum service to customers by providing quality services, affordable prices and with all forms of convenience provided to customers such as ease of communication, ease of delivery and so on can make customers trust the company so that they will continue to buy customer products. In addition, government policies will also threaten the entry of newcomers, because government policies have contributed to the growth of this service industry. In this case, the government has a policy to facilitate licensing for industrial establishment, besides that the government also provides support for industrial development in Indonesia, one of which is the freight forwarding service industry so that this will facilitate the entry of new entrants who can become a threat to freight forwarding companies.

4.2.1.2 Threat of Substitute

All companies in an industry compete, in a broad sense, with industries that produce substitute products. Based on research, threat of substitute services of PT. Global Trans Nusa are as follow:

Table 2 Threat of Substitute Services of PT. Global Trans Nusa

No	Indicator	Analysis
1	The level of need for substitute services	The level of need for substitute services is not very high

Source: Processed Data, 2020

Based on the table above, for the threat of substitute products, the company is not too worried because the level of customer needs is not too high. At PT. Global Trans Nusa, which is a substitute for freight forwarding services, is a company that is also engaged in shipping services but with a different route. At PT. Global Trans Nusa Pekanbaru delivery is more focused by sea. Goods delivery service substitution at PT. Global Trans Nusa is shipping by air and land. For air routes using airplanes and for land routes, public transportation such as trucks and trains can be used.

4.2.1.3 Bargaining Power of Customers

The bargaining power of consumers is also higher when standard or undifferentiated products are purchased.

Table 3 Bargaining Power Customers of PT. Global Trans Nusa

No	Indicator	Analysis
1	Customer domination level	Customer are dominated by industrial sector
2	Level of clarity of product information	There is a marketing department that provides product information to customers
3	Official permission of product information	Product information does not have official permission
4	Share of customers' market each year	Market share of customers is not constant depending on purchasing

Source: Processed Data, 2020

In the freight forwarding service industry, customers are dominated by industrial sector, where the domination of customers is not constant each year because it depends on the number of requests. In increasing the bargaining power of the company's customers, it can also provide clear information about the services they have. In this case, the freight forwarding company has a marketing department to offer and provide information about the services the company has to customers, and customers can ask directly about the information needed so that customers get clear information about the company's services.

4.2.1.4 Bargaining Power of Suppliers

Bargaining power of suppliers can be a threat to companies that have been getting input from suppliers if there is a company's dependence on one supplier which is getting bigger from time to time. Based on research, bargaining power of suppliers of PT. Global Trans Nusa are as follow:

Table 4.4 Bargaining Power of Suppliers of PT. Global Trans Nusa

No	Indicator	Analysis
1	Dominance level supplier	Suppliers are not dominated by just one supply
2	Product quality levels supplier product	Quality is good because the company has standards that suppliers must meet supply
3	Market competition is always neutral	Supplier market competition is relative

Source: Processed Data, 2020

In terms of suppliers in this service industry, it is not dominated by one supplier. This is because if one supplier has a problem, the company can use another supplier and the delivery process can continue smoothly. The quality of products from suppliers is not always constant, this is because following the purchase price, the lower the price sold, the lower the quality. However, freight forwarding companies already have suppliers who have quality raw materials, because the company already has standards that must be met by suppliers, so that the company can maintain the quality of its services.

4.2.1.5 Competitive Rivalry

Competitive Rivalry is usually the greatest force in five competitive forces. Based on research, rivalry of competitors of PT. Global Trans Nusa are as follow:

Table 5 Rivalry of Competitors of PT. Global Trans Nusa

No	Indicator	Analysis
1	Number of competitors	The number of competitors in the Pekanbaru under 50 companies
2	Increasing the number of competitors	Increasing the number of competitors every year around 1 companies
3	Growth of similar industries each year	Industrial growth continues to increase in line with increasing market demand

4	Service differentiation	Freight forwarding companies in general, service differentiation of 3 shipping routes, namely air, land and sea
5	Differentiation of raw materials	The majority of companies use the same raw materials

Source: Processed Data, 2020

Based on the results of the Porter Five Force analysis above, the results show that competition for freight forwarding services in Indonesia tends to be high. It is known from the number of competitors in the Pekanbaru area currently under 50 companies engaged in the same field, namely freight forwarding. Not only that, the increase in the number of freight forwarding companies is also evidenced by the increase in competitors operating in similar fields of around 1 company per year. The increase in the number of freight forwarding companies resulted in increasingly competitive competition, marked by increasing market demand. Higher competition can also be seen from the increasing number of companies that have service differentiation from other competitors.

4.2.2 Marketing Strategy

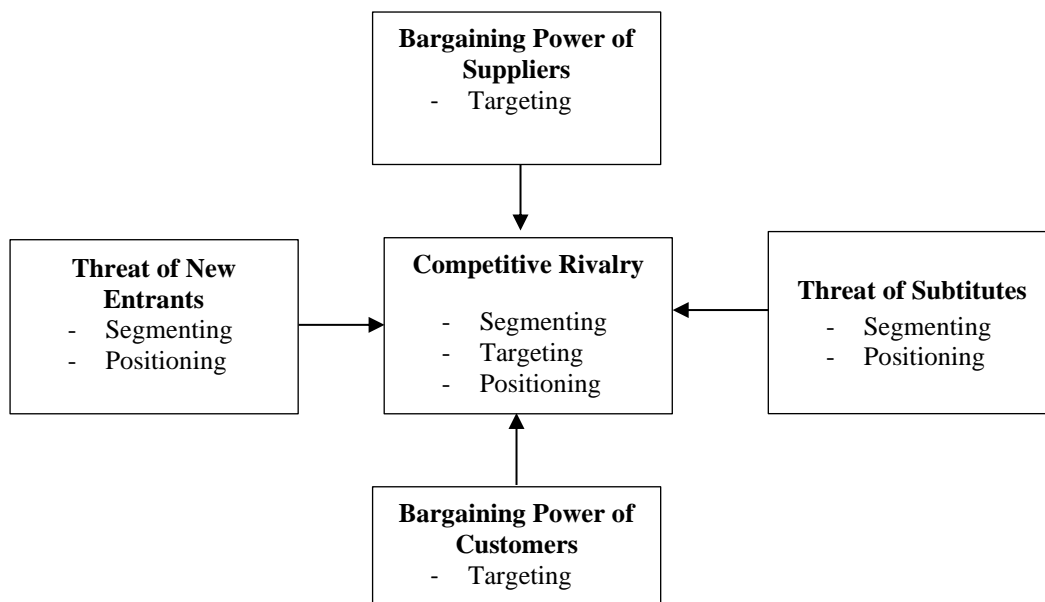


Figure 4.1 Porter's Five Forces

Based on the identification of the porter model at PT. Global Trans Nusa can be grouped into the right marketing strategy to compete according to Figure 4.1 above. Thus the recommended marketing strategy and can be applied to PT. Global Trans Nusa are as follows:

4.2.2.1 Segmentation

Segmentation divides the market into different groups of buyers who may require different products or services. Market segmentation needs to be done considering that in a market there are many buyers who have different wants and needs. To be able to compete with the threat of new entrants, competitive rivalry and threat of substitutes, PT. Global Trans Nusa must do market segmentation to maintain business in this industry. To determine its market segment, PT. Global Trans Nusa uses the following segment determination bases:

1. Geographical Segmentation

PT. Global Trans Nusa which is engaged in freight forwarding has no restrictions to expand the market, especially in regions or areas that have the potential for export and import. In this case, the area in this study is an area or city in the province of Riau, especially the city of Pekanbaru. Riau has many logistics companies, companies

engaged in food and beverage and other companies. The existence of this freight forwarding company can help these companies to export and import. In geographical segmentation, PT. Global Trans Nusa can divide customers into different groups based on the region and surrounding environment in Riau.

2. **Behavioral Segmentation**

Behavior analysis for variable users can be categorized into heavy users and light users. Heavy users are those who often use large numbers of services such as Surya Dumai Group, Schlumberger, Halliburton, Sinarmas Group. Meanwhile, light users use a few services with infrequent frequency, even only once. They also usually only take the basic benefits of the product to make ends meet such as Baker Hughes. The response variable to a product can be seen from the benefits. The main consideration in this variable is the difference in the benefits felt by consumers. Companies categorize based on attributes such as performance, quality, customer service, special features, or other benefits.

4.2.2.2 Targeting

In the bargaining power of customers, bargaining power of suppliers and competitive rivalry, there are potential factors namely firm concentration ratio, based on the potential factors that do business target market to clarify what is the main target of PT. Global Trans Nusa.

To determine the target market of PT. Global Trans Nusa adjusted to the scope of its power, namely Riau and in particular Pekanbaru. PT. Global Trans Nusa can use marketing target, namely concentrate marketing, which is a business specification where the company concentrates on serving the needs of certain groups because not everyone can enjoy the available products.

Types of businesses that are the target market by PT. Global Trans Nusa and its targets are companies in the business market segment of PT. Global Trans Nusa has targeted companies in the oil sector such as Schlumberger, Halliburton and Baker Hughes, plantations such as the Surya Dumai Group and industries such as the Sinarmas company in Riau and other types of businesses. The type of business in question is the type of target entrepreneur that PT. Global Trans Nusa corresponds to the geographic segmentation and behavioral segmentation seen and adjusted as previously discussed. With this targeting, it will clarify the type of business chosen, which one is very suitable to become a customer or target market for PT. Global Trans Nusa.

4.2.2.3 Positioning

In the threat of new entrants based on the potential factor of incumbency advantages independent of size, threat of substitutes is based on the potential factor of buyer propensity to substitute and competitive rivalry based on potential factors sustainable competitive advantage through innovation, it is necessary to do positioning with the aim of highlighting the company's reliance. The position of this product is to enter the minds of consumers so that the product will stick in the minds of consumers. Positioning that can be done by PT. Global Trans Nusa are:

1. **Positioning according to attributes**

The company can attempt to determine the company's position with the different attributes of the product being offered.

2. **Positioning according to competitors**

Companies can try to position themselves according to competitors by accentuating the company's advantages.

5. CONCLUSION AND SUGGESTION

Based on the identification of the porter model at PT. Global Trans Nusa, the indicator with the highest threat level are competitive rivalry and threat of new entrants. In competitive rivalry, it is known that the number of competitors in the Pekanbaru area is currently below 50 companies engaged in the same field, namely freight forwarding, an increase in the number of freight forwarding companies, as evidenced by the increasing number of competitors operating in similar fields of about 1 company per year. In threat of new entrants government policies will also threaten the entry of newcomers, because government policies have contributed to the growth of this service industry. From the results of the identification of the porter model at PT. Global Trans Nusa, the recommended marketing strategy to increase marketing excellence is segmentation (Geographical segmentation, Behavioral segmentation), targeting (concentrate marketing) and positioning (positioning based on attributes and positioning based on competitors).

Based on the discussion and conclusions obtained in this study, the author propose the following suggestions, namely PT. Global Trans Nusa has the potential for further research. Researchers can continue this research based on the limitation of this study, in further research, researchers can develop their research by taking into account other strategies and analyzes so that they can continue to understand while on a different basis.

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