

MARKETING STRATEGY TO INCREASE MARKET SHARE OF PT ANINDYA WIRAPUTRA KONSULT'S IN THE VPTI (IMPORT TECHNICAL VERIFICATION) AMIDST COMPETITION WITH STATE-OWNED ENTERPRISES

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Abstract

This research investigates the strategic positioning of PT Anindya Wiraputra Konsult (Anindya), a private surveying firm, within Indonesia's iron and steel Verification of the Implementation of Import Techniques (VPTI) market. Despite substantial import volumes and mandatory VPTI, Anindya captured only a 20.28% market share in 2019, lagging behind the dominant state-owned enterprise, KSO SCISI. This study critically evaluates Anindya's brand perception against its main competitor, identifies key factors driving client selection of VPTI providers, and assesses the market impact of Anindya's strategic initiatives focused on expertise, agility, technology, and partnerships. Employing a mixed-methods research design, the study combines an internal analysis of Anindya, leveraging company documents and management insights through the Resource-Based View, with a comprehensive external analysis encompassing PESTEL, a market overview, and a consolidated SWOT analysis. The empirical foundation is a market survey of 50 client companies (importers, manufacturers, traders) in the Indonesian iron and steel sector. This survey yielded quantitative and qualitative data on comparative brand perceptions, decision-making hierarchies, and the perceived effectiveness of Anindya's strategic emphases. Analytical frameworks include Segmentation, Targeting, and Positioning (STP), B2B decision-making theories, and brand trust concepts, informing a robust analysis.

Keywords: *Import, Iron and Steel, Market Share, PESTEL, SWOT, Verification of the Implementation of Import Techniques (VPTI)*

INTRODUCTION

Indonesia's iron and steel sector is marked by a significant reliance on imports, driven by robust domestic demand for national development that outpaces local production capacity. In 2019, imports reached approximately 6.7 million metric tons. The Verification of the Implementation of Import Techniques (VPTI) system, incorporating mandatory Surveyor Reports (LS), is crucial for ensuring these imports meet Indonesian National Standards (SNI) and other technical requirements. Historically, the state-owned KSO SCISI dominated VPTI services. However, the market structure shifted in 2019 with the authorization of PT Anindya Wiraputra Konsult (Anindya), an established independent surveying company since 1982, as a private competitor in this critical segment of the import value chain.

Despite its authorization and diversified service background, Anindya secured only a 20.28% market share in its initial year of VPTI operations for iron and steel, highlighting a significant business challenge in competing against the entrenched incumbent. This research, therefore, investigates Anindya's competitive positioning, focusing on its brand perception relative to KSO SCISI, the key factors influencing client selection of VPTI providers, and the market resonance of Anindya's strategic emphases on expertise, agility, technology, and partnerships. The study is primarily situated within the Indonesian market context around Anindya's 2019 market entry, employing a structured research design to analyze these strategic issues and develop actionable recommendations.

LITERATURE REVIEW

This research explores PT Anindya Wiraputra Konsult's (Anindya) challenge in securing a significant market share within the VPTI iron and steel sector against the dominant state-owned enterprise (SOE), KSO SCISI.

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Anindya's low initial market penetration is attributed to KSO SCISI's entrenched incumbency advantages, including a long-established presence, strong reputation, and potential benefits from its SOE status. The VPTI service is a mandatory and critical compliance step for importers, making trust, reliability, and a proven track record paramount in their selection of a surveyor. Consequently, clients exhibit hesitation in switching to a newer, private entity like Anindya, perceiving potential risks despite Anindya's official authorization and strategic focuses, as building market trust against such an established competitor requires considerable time and effective strategy.

To analyze Anindya's strategic position, this study draws upon foundational marketing and strategic management theories. Central to this is the Segmentation, Targeting, and Positioning (STP) framework, which guides the division of the market into distinct sub-groups, the selection of attractive segments, and the crafting of a clear and distinctive brand image relative to competitors. Concurrently, the Resource-Based View (RBV) provides a lens for internal analysis, positing that a firm's sustained competitive advantage stems from its unique, valuable, rare, inimitable, and well-organized (VRIO) resources and capabilities, including both tangible assets and intangible strengths like brand reputation, and its dynamic capabilities to adapt these resources in a changing environment.

The external environment is assessed using PESTEL analysis, examining Political, Economic, Social, Technological, Environmental, and Legal macro-environmental factors to identify opportunities and threats influencing Anindya's resources and strategic choices, including its STP strategy. These external insights, combined with the internal analysis, are consolidated through a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. This framework facilitates a systematic evaluation of Anindya's internal attributes against external market dynamics, particularly its challenges in competing with KSO SCISI, thereby aiding in the formulation of strategic responses to leverage strengths, mitigate weaknesses, capitalize on opportunities, and counter threats within the VPTI market.

Finally, the study incorporates theories of B2B marketing, emphasizing that brand perception in such contexts is deeply intertwined with trust, reliability, and overall value, extending beyond simple awareness. In high-stakes service sectors like VPTI, where client survey data indicates reputation and trust are the most critical decision-making factors, these elements become primary drivers. Trust is cultivated through consistent, competent performance and transparent communication. B2B decision-making itself is a complex process, typically involving a Decision-Making Unit (DMU) that evaluates suppliers based on a combination of objective service specifications and the perceived trustworthiness and relational strength of the provider, underscoring the challenge for new entrants like Anindya to build credibility against established market leaders.

METHOD

This research employs a systematic design for strategic planning, commencing with an understanding of the business challenge and target audience through Segmentation, Targeting, and Positioning (STP) analysis. It integrates an internal analysis, assessing organizational strengths and weaknesses, with a comprehensive external analysis covering market conditions, consumer insights, competitor assessments, and PESTEL factors. These diverse analytical streams converge into a SWOT analysis, which serves as the foundation for generating and refining viable business strategies. Data collection draws from both internal sources, such as company documents and management interviews to elucidate the company's internal landscape and strategic perspectives, and external sources.

External data acquisition relies significantly on market research reports for broader industry context and, crucially, on primary data from customer surveys. A semi-structured questionnaire was administered to entities involved in Indonesia's iron and steel import sector to gather direct market feedback. This instrument was specifically designed to probe three core areas: the comparative brand perception of PT Anindya Wiraputra Konsult versus its primary competitor, KSO SCISI; the key decision-making factors that influence clients' selection of VPTI providers; and the perceived impact and resonance of Anindya's strategic initiatives concerning expertise, agility, technology, and partnerships on client trust and their potential willingness to switch providers.

The data analysis process synthesizes these internal and external findings, with the SWOT analysis playing a pivotal role in shaping strategic alternatives. To contextualize client behavior, the study also examines the organizational buying process for VPTI services, recognizing that decisions are typically made by a Decision-Making Unit (DMU) with responsibilities spanning regulatory adherence, risk mitigation, supply chain efficiency, quality assurance, and cost management. The research methodologically defines potential clients as Indonesian businesses requiring VPTI services for iron and steel imports, further categorized by their primary operational roles (importer, manufacturer, or trader) as identified through the survey, ensuring a targeted understanding of the client base.

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RESULTS AND DISCUSSION

Drawing from the comprehensive internal and external analyses presented, PT Anindya Wiraputra Konsult (Anindya), despite its established general surveying experience since 1982, official authorizations, and diversified service portfolio, confronts significant internal weaknesses within the specific VPTI market for iron and steel. Its primary challenges, as identified in this research, include a low initial market share (20.28% in its first year, 2019) against the dominant state-owned enterprise (SOE), KSO SCISI, and an urgent need to build market trust and enhance its competitive standing in a sector where reliability is paramount. Competing with KSO SCISI's entrenched advantages as a long-standing, state-affiliated entity necessitates clearly defined differentiation strategies for Anindya.

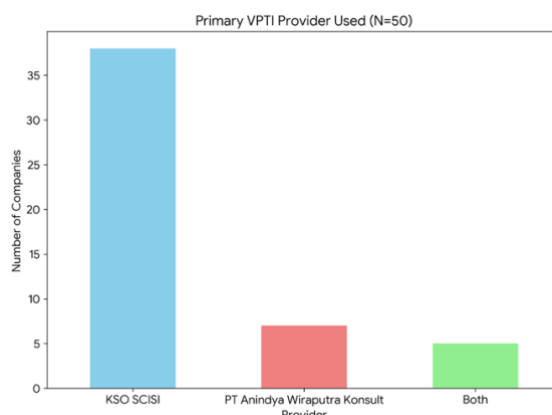


Figure 1 : Primary VPTI Provider Chart

The external market landscape for VPTI services, as revealed by survey data from 50 client companies, is characterized by diverse client profiles (60% Importers, 25% Manufacturers, 15% Traders) with varying service frequency needs, predominantly monthly or quarterly. Critically, KSO SCISI is the primary VPTI provider for a substantial majority (76%) of these entities. This established dominance by the incumbent underscores the scale of the competitive challenge Anindya faces in gaining traction and converting clients. The PESTEL analysis further contextualized this environment, highlighting factors such as regulatory volatility, the influence of SOEs, macroeconomic dependencies, and technological advancements that shape market opportunities and threats for VPTI providers.

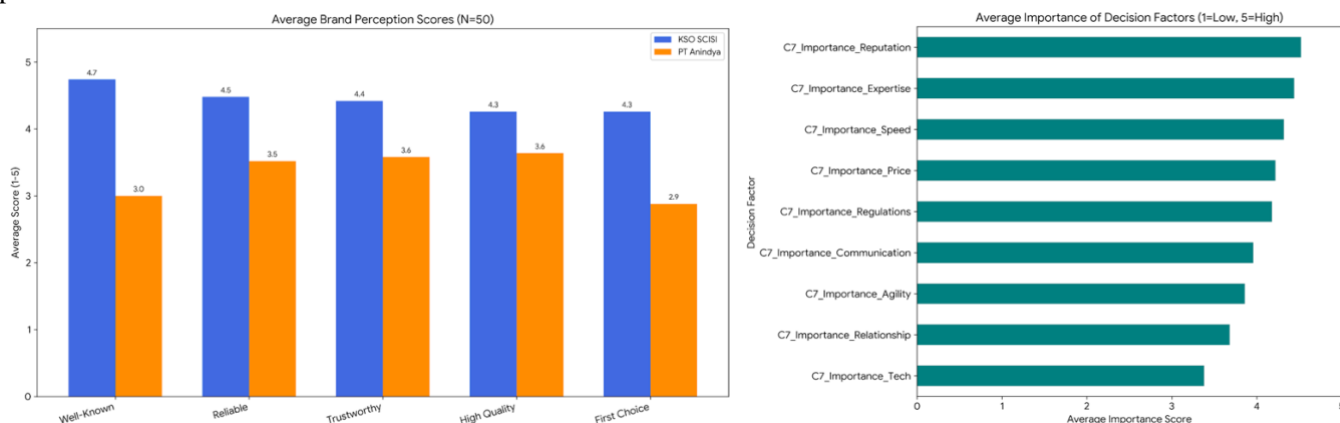


Figure 2 : Average Brand Perception Chart and Average Importance of Decision Factor

Comparative brand perception analysis indicates that KSO SCISI enjoys significantly higher market recognition (average score 4.8 vs. Anindya's 3.1), a stronger reputation for reliability (4.5 vs. 3.5), and greater trustworthiness (4.6 vs. 3.6), making it the first provider clients would consider (4.4 vs. 2.9). While KSO SCISI is sometimes perceived as "bureaucratic" or "slow," Anindya is seen as "new" and "less known," though with potential for being "faster" and "flexible," but needing to "prove themselves." Client decision-making is primarily driven by "Reputation/Trustworthiness" (average importance 4.7) and "Technical expertise / Competence" (4.6), followed closely by "Speed / Turnaround time" (4.4), establishing these as the most critical factors for VPTI provider selection.

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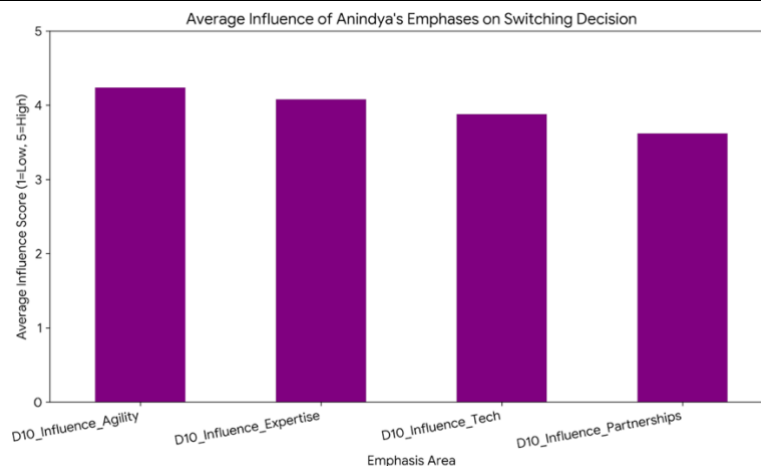


Figure 3 : Average Influence of AWK

Anindya's strategic emphases on expertise, agility, technology, and partnerships show varied market resonance. While its "Agility and responsiveness" is perceived relatively well (3.9/5) and aligns with a key switching motivator ("Service Agility/Flexibility" influence score 4.4/5), its "High level of expertise" is perceived more moderately (3.7/5), despite "Demonstrable Expertise" being highly influential (4.2/5) for switching. The SWOT analysis synthesized Anindya's official authorization and potential private-sector agility as strengths, against weaknesses of low market share and brand awareness. Opportunities lie in the growing import market and potential client dissatisfaction with incumbent inefficiencies, while KSO SCISI's dominance and the high importance of trust pose significant threats.



Figure 4 : SWOT Analysis

Market segmentation analysis identified distinct client groups, with the "Efficiency-Driven Segment" valuing speed and operational efficiency emerging as the most attractive target for Anindya due to its alignment with Anindya's potential strengths and the incumbent's perceived weaknesses in agility. The targeting strategy therefore logically focuses on this segment. Anindya's positioning must then establish points of parity (e.g., official authorization, baseline technical competence) while emphasizing key points of difference, primarily superior responsiveness (speed and agility) and efficiently applied expertise. Understanding the dynamics within the client's Decision-Making Unit (DMU) is also crucial for tailoring engagement across various influential roles.

The Importance-Performance Analysis further crystallized Anindya's strategic priorities. "Agility/Speed" (Performance 3.9, Importance 4.4) resides in the "Keep Up the Good Work" quadrant, confirming it as a key strength

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to leverage. Critically, "Expertise" (Performance 3.7, Importance 4.6) falls into the "Concentrate Here" quadrant, highlighting a significant gap between client importance and perceived performance that Anindya must urgently address. "Technology" (Performance 3.8, Importance 3.5) is positioned where its current performance is adequate given its lower relative importance, suggesting it should primarily support core differentiators. Collectively, these analyses mandate a strategy for Anindya focused on demonstrably elevating its perceived expertise while aggressively promoting its agility to effectively penetrate the VPTI market.

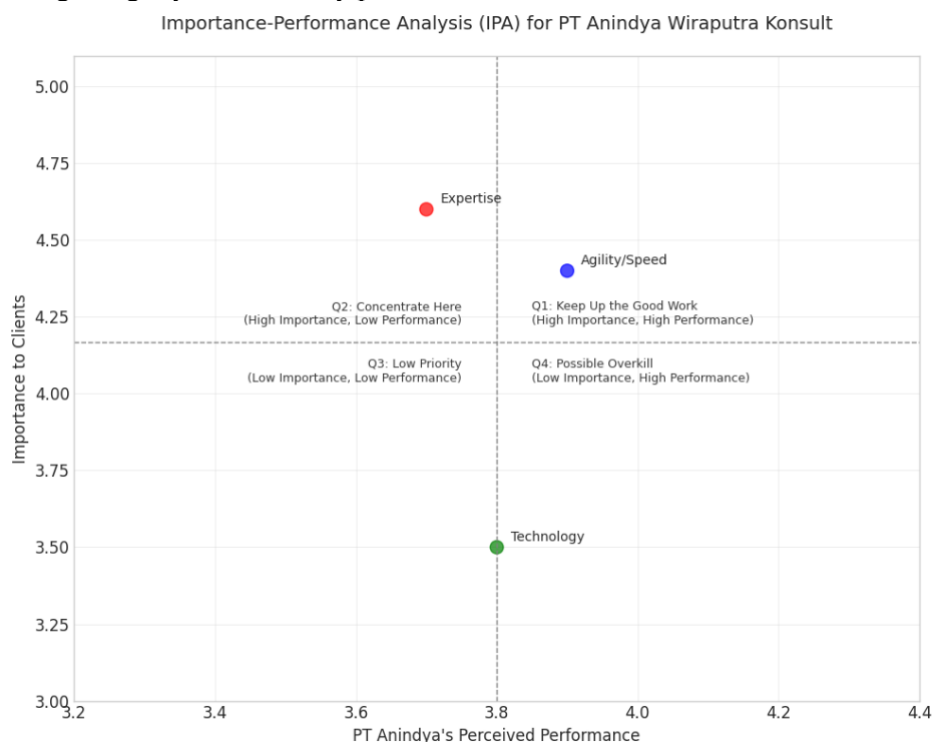


Figure 3 : Importance-Performance Analysis for Anindya

CONCLUSION

PT Anindya Wiraputra Konsult (Anindya) confronts a significant brand perception deficit compared to the incumbent State-Owned Enterprise (SOE), KSO SCISI, which dominates the VPTI market for iron and steel with high brand awareness, trust, and reliability, making it the established "first choice" for clients. This strong brand equity acts as a substantial barrier for Anindya, perceived as "new" and "less known," thereby struggling to enter clients' initial consideration sets despite its official authorization. While Anindya is associated with potential agility and speed, directly contrasting KSO SCISI's perceived bureaucracy and occasional slowness, this potential differentiator remains largely unproven in the market's view, necessitating substantial effort to build comparable levels of trust and recognition.

Client decision-making in VPTI provider selection follows a distinct hierarchy of needs, prioritizing foundational assurance before operational efficiencies. "Reputation/Trustworthiness" and "Technical Expertise/Competence" rank as the most critical factors, acting as qualifying criteria due to the high stakes associated with regulatory compliance and import verification. Once these baseline requirements of trust and competence are met, "Speed/Turnaround Time" and "Understanding of Regulations" become highly influential. Factors such as price, while important, are generally secondary to the perceived risk mitigation offered by a reliable and technically proficient provider, indicating that Anindya must first meet the market's core expectations of dependability.

Anindya's strategic emphasis on expertise, agility, technology, and partnerships correctly identifies factors that could influence client trust and willingness to switch from KSO SCISI, particularly service agility and demonstrable expertise. However, a critical gap exists between Anindya's strategic intent and current market perception of its capabilities, where it is still seen as needing to validate its claims. Overcoming client inertia and the perceived risks of switching requires Anindya to translate its internal strengths into clearly perceived, consistently delivered value. This involves not only achieving operational excellence in agility and applying expertise efficiently

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but also robustly demonstrating these points of difference to provide compelling reasons for clients to choose Anindya over the established SOE.

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