SUMMARY

PT XYZ was established in October 1999 as the courier and logistics or express delivery company that deals with documents and packages. It is also part of the distribution chain for spare parts, consumables, pharmaceutical products, telecommunications, promotional materials and items that will be marketed to outlets across Indonesia. Nonetheless, the performance of PT XYZ in terms of annual sales revenue and operating income is not significantly improved. The increasingly tight business competition is triggered by diverse factors, especially the entry of new competitors, the increasing demands of customers for a satisfactory service, as well as the more critical corporate customers which demand efficiency and reduction of the cost of shipping. These factors force PT XYZ to reconstruct future business strategy to be able to win business competition and improve the performance of its business. At the same time, the growth of e-commerce business in the form of delivery of retailed products from customer to customer and company to customer that reach out many of the most significant destinations in Indonesia become the potential market for PT XYZ.

The purposes of this research are (1) to analyse the conditions and the business capability of PT XYZ, (2) to make industry foresight of PT XYZ, (3) to study the gaps between industry foresight and PT XYZ future policy directions, and (4) to create a strategic action plan and estimated time implementation to minimize the gaps to occur. This research was conducted at the headquarter of PT XYZ in Jakarta from February 2016 to April 2016. The research method used was descriptive method with strategic planning using case study of PT XYZ. The research was divided into four stages, namely (1) environmental scanning stage that aims to collect information about the internal and external environments of PT XYZ by employing VRIO analysis methods and business trend analysis, (2) strategic foresight stage, consisting of foresight analysis to get an overview of the future by utilizing future wheels method, followed with creating future scenarios using scenario planning method to depict future conditions which are most likely to happen; (3) gaps analysis stage, and (4) preparation of the action plan stage.

VRIO analysis conducted on PT XYZ shows that most resources have a competitive advantage parity or considered having no more advantages in comparison with other similar companies. However, there are resources that have a temporary competitive advantage, namely information and communication (ICT) system in use today. Furthermore, the company has its own branches in 34 major cities that reach more than 3000 townships. Those two factors are considered to have a sustainable competitive advantage for PT XYZ because they are rarely owned by companies of its kind and too costly to emulate. The company could manage these resources to generate greater benefits to the company. Business trends analysis used as an external factor also shows that the company’s future business developments are primarily driven by the development of ICT system that makes derivative changes in many business processes. Crowdsource model and the development of retail business through e-commerce
become two additional elements which greatly affect PT XYZ in drawing up future business strategies in order to survive and win the competition.

The strategic foresight done on PT XYZ focuses on three main issues, namely the development of ICT system, shifting in market customers because of e-commerce development, and changes in the operating system are associated with the quality of human resources and the availability of service networks. The alternative sharing economy or crowdsourcing is becoming one of the best alternatives to meet the entire customers’ requirement for efficient and effective delivery although the implementation requires mature preparation, especially in terms of the readiness of ICT system.

The action plan of PT XYZ is arranged for a period of 5 years and focuses on issues which force the company to eliminate gaps between existing condition and future predicted situation as the output of strategic foresight analysis. Development and strengthening of human resources, strengthening of the ICT system, as well as development of the city’s new service which is integrated with track & trace web-based system and real time online, become the main pillars of the action plan to be carried out by PT XYZ within a five year period.

Key words: crowdsourcing, freight forwarding, logistics services, strategic planning, strategic foresight.