SUMMARY

ARI SURYA RUSDIONO An Analysis of Business Strategy Applied by PT. TAF (Toyota Astra Financial Services). Advised by ALLA ASMARA and KIRBRANDOKO

The well-developing business in automotive sector shows significant improvement every year. The higher number of sales also reflects community’s strong interest to own private vehicle. The data released by Gabungan Industri kendaraan Bermotor (Gaikindo) or the Association of Automotive Industries presented the whole sales of four-wheel vehicle reached 1.079.308 units in 2017, which exceeded 1.1 millions units in 2018.

This research was conducted to identify the current business strategies applied by PT TAF, carry out SWOT analysis, and propose enhancement strategies to develop the business in the future. Research data were collected from 7 samples who were selected using purposive sampling method. The obtained data were then analyzed using BMC, IFE analysis, EFE, SWOT matrix and QSPM analysis. The results of those analysis indicated the prioritized strategy that can be implemented to develop the business run by the company.

The results of this research showed that there were 2 elements out of nine that had the potentials to be further reinforced; channel and revenue streams. Those elements obtained the highest values of Strength, Weakness, Opportunities, and Threat, making them potential elements to be enhanced. Alternative strategies for each element were then designed, out of which prioritized strategies were determined.

There were 6 strategies related to the two elements that can be further improved by PT TAF including:

1. Creating application (digitalization) of information, simulation, credit application for both consumers and dealers.
2. Providing low-interest funding for RO consumers (Repeat Order) or AO consumers (Additional Order).
3. Hiring more sales officers in dealer to improve the sales.
4. Opening up new branch offices.
5. Increasing the spread (profit margin) from consumers who will pay off their installments and those who have paid off their installments (healthy credit history) by conducting non-retail funding program.
6. Enhancing the values of competitiveness (reward) for dealers.

Out of those six strategies, two strategies have been determined as the prioritized strategies that can be enhanced; creating applications (digitalization) of information, credit application simulation for consumers and dealers with Total Attractiveness Score of 6.733 (highest TAS value). Meanwhile, increasing the spread (profit margin) form the consumers who will settle and have settled their credit (healthy credit history) from non-retail funding program obtained TAS value of 6.649.

Key words : BMC, channel, EFE, IFE, QSPM, revenue streams, SWOT