

Strategic Formulation Analysis of Semi-Permanent Building Provider from Containers, "I-Cont."

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ABSTRACT

PT. Karya Inti Abadi Kontainer, trademark 'I-CONT,' is a container modification company creating business stalls with modern, practical and economical containers. We are the solution for MSME business players, which is focusing on the food and beverage industry. Aside from that, we also provide services in membership from consultation, modification containers, delivery, maintenance, service until reselling and remodification. The strategy method uses the Value Proposition Canvas, IFE, EFE, VRIO, CPM, SWOT, IE, QSPM, Porter's Generic Strategy and Lean Business Canvas Model. The results of this analysis can help to determine a suitable business model for PT. Karya Inti Abadi.

Keywords: Value Proposition Canvas, Porter's Generic Strategy, Lean Business Model Canvas, containers

1. INTRODUCTION

A survey established by the Directorate General from the Ministry of Transportation in 2014 found that around 80% of containers used for Indonesian shipping activities were unfit to be used. As a result, the regulation was released in 2018, stipulating that container should be permanent and sturdy for logistics purposes. Inspection, testing, and certification as the impact of the regulation resulted in many containers piling up in a place known as a Container Depot.

On the other hand, one of the biggest industries of Indonesian MSMEs which is

very attractive and promising is the food and beverage industry. Ministry of Industry noted that the performance of the food and beverage industry during 2015 until 2019 period grew by an average of 8.16%. West Java is the province with the most significant number of this industry, with 791,435 in 2019. The role of this industry has penetrated the contribution of exports in Indonesia with a total value of USD 31.17 billion or, in percentage, contributed to 23.78% of exports for non-oil processing industries. That was why the Ministry of Industry named the food and beverage industry the supporting industry for the Indonesian economy. The government fully supports MSMEs, the food and beverage industry to be exact because they realize the capability of this industry. Though, in the establishment of this business, a place is needed to sell foods and drinks. Meanwhile, renting or buying is not an easy struggle from a financial point of view. Sometimes business actors have to go out of business because it is too expensive.

We see that all of the situations above require a solution that will help. That was why PT. Karya Inti Abadi Kontainer would be the solution as a new company that provides a semi-permanent building, containers. We would take a trademark, which would be our channel for perception of customer and integrated experience to make difference between us and the competitor (Syah, 2013). Before starting the business, the company developer needs to

analyze to determine a suitable business model. Understanding the internal and external environment through systematic acquisition, examination, analysis, interpretation, and exploitation of information in business can support the company's goals (Chung et al., 2005), and we will elaborate on the model.

2. MATERIALS AND METHODS

Beforehand, PT. Karya Inti Abadi needs to identify threats, opportunities, strengths, and weaknesses to create successful strategies. First, we needed to analyze the Customer's Value Proposition (Pokorna, Balcarová & Sergeeva, 2015). Then, we need to analyze external and internal factors to assume the threats and opportunities (external factors), strengths and weaknesses (internal factors).

Identify Problems and Opportunities

First, to establish a suitable analysis, we need to identify customer jobs (jobs to be done), customer pains, and customer gains to know problems and our opportunities through customers. Customer jobs are what they are trying to accomplish in their work; meanwhile, customer pains describe poor outcomes, risk, and obstacles regarding such work, while customer gain describes result which customer is seeking or wants to benefit from (Osterwalder, 2014). PT. Karya Inti Abadi needs to analyze what customers want. After all, Value Proposition Canvas will help create value for customers, helping companies design products and services that customers wish to (Osterwalder, 2014).

Business Solutions

Establishing business solutions could be selected based on identifying problems and opportunities we should analyze further after resuming pain relievers, gain creators, and products and services provided by our company. According to Osterwalder (2014), pain relievers are how our products and services reduce 'pain' from above for customers.

External Factor Analysis

Knowing what is out there would be a great advantage to our business. Analysis of external factors will support innovation, the emergence of new ideas (Choe, 2003). Before establishing external factor analysis, we need to resume two analyzes. First, the Five Forces Analysis from Michael Porter, which is needed to be aware of the intensity of competition among firms varies widely across industries (David, 2011). Then, the second analysis needed to be examined to assume a company's opportunities and threats from political, economic, social, and technological forces, which is called the PEST analysis (Sammut-Bonnici & Galea, 2015).

Internal Factor Analysis

This part is needed to know the company's strengths and weaknesses because a company needs to survive and thrive in an industry with two criteria. First, it must meet what customers want to buy, and second, it must be able to survive in the competition (Grant, 2010). Then the analysis needed for this part includes analysis of demand, competition, resources, and capabilities. Then, we need to determine strengths and weaknesses and the company's competitive advantage.

Strategic Planning

After the business solutions, external and internal factors are determined, we need to come out from strategic planning to determine the company's objectives, which includes SWOT, IE Matrix (Matching Stage), QSPM (decision stage), and then Porter's generic strategy. Then the last, we are establishing the lean business model canvas (Umar. et al., 2018).

3. DISCUSSION

Identify Problems and Opportunities

a. Customer Jobs

The main focus of our target consumers is small-scale MSMEs of the food and beverage industry, where they have assets with a nominal value of between

50 million rupiahs to 500 million rupiahs. Our customers will search for complete information about containers (price range, design, size, durability, features, and where they buy containers). They will visit the companies they find on the site or make calls to connect with professionals. After finding a suitable specification, then a bargain will be made to get the optimal price.

b. Customer Pains

Based on interviews with several parties who have experience in buying containers, there are seven problems that we identified as problems experienced by buyers of modified containers, namely: business actors must continue to rent land for containers to occupy, the high purchase price (must pay the whole total amount of cash at the beginning, while small business actors' capital is limited), difficult to re-modify, complicated to resell containers,

challenging to find modes of shipping transportation, and conditions of goods and services from modification companies do not match the expectations and desires of consumers.

c. Customer Gains

Some of these points are customer gains our group could identify. These include a minimum of 1-year warranty for all products, easy to assemble and disassemble. Containers should be easily placed anywhere, even when delivered to locations with small access roads. Next, the unique designs according to consumer desires. Then, they want a cool temperature and good air circulation in containers, containers with alternative electricity, especially for business actors who want to place their containers in locations with difficult access to electricity, can buy containers with an instalment system.

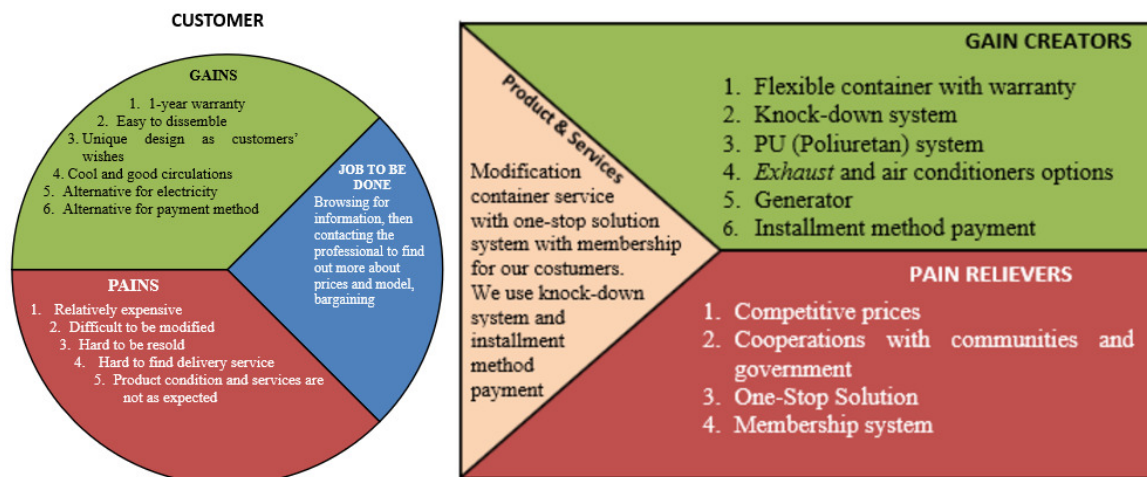


Figure 3.1: I-Cont's Value Proportion Canvas
Source: Author, 2021

Business Solutions

a. Pains Reliever

Containers as semi-permanent buildings are indeed relatively much more economical than having to buy or rent permanent buildings. We can offer leasing solutions, which will ease consumers' capital to build a business. In addition, we also cooperate with the government (Ministry of Tourism, Ministry of Cooperatives and SMEs) and other

businesses related to land leasing as a place of business such as Indomaret, Alfamart, Pujasera to create a much more economical price.

A one-stop business solution will help customers. We could offer a consultation before they decide to buy containers, pricing, making modification services, and shipping services until the container arrives at the location desired by

consumers with a membership system that uses a membership system. bind consumers

b. Gains Creator

Our company will provide container modification service with several advantages, including flexible containers that could adjust customers' size, design, and budgets. The second gain is a knock-down system for our production containers, a Polyurethane system with various advantages such as maintaining temperature and cost reduction. Then, we could provide an exhaust or air conditioners as options and generators for alternative power sources.

External Factor Analysis

This analysis will describe the company's external factors, which are the opportunities and threats, regarding politics, economics, social, technology, culture, government, or anything else that could affect I-Cont as a whole business. We would start by analyzing opportunities, which then will be followed by the threats afterwards. The criteria will be given a rating. The most significant opportunity will have a rating of 4. Meanwhile, the rating for threat factors will be the opposite. The greatest threat will be given one as the rating.

a. Competitive Forces

This Strength Analysis can be used to analyze the company's external environment. The five power models that we summarize is shown in table 3.1. Based on the results of the discussion of the five competitive forces above, it can be seen that the average weighting of the five competitive forces is a total of 2.16 (two-point sixteen). The weight can be concluded that the competitive strength of the

container modification industry is moderate. Table 3.1 shows that I-Cont needs to make a relatively complex effort to take advantage of this container modification— by implementing a strategy to attract consumer interest.

Table 3.1: I-Cont's Porter Five Forces Analysis

Forces	Weight	Index	Value
THREAT OF NEW ENTRANTS			
Capital Requirements	0,4	3	1,2
Output Product	0,2	2	0,8
Customers' Loyalty	0,4	1	0,4
Total Score (High)	2,4		
BARGAINING POWER OF BUYERS			
Price	0,4	3	1,2
Number of Consumers	0,3	1	0,3
Buyer's Sensitivity	0,3	3	0,9
Total Score (High)	2,4		
THREAT OF SUBSTITUTE PRODUCTS			
Buyer Tendency to Choose Products	0,4	3	1,2
Switching Cost	0,3	2	0,6
Substitute Product Capability	0,3	2	0,6
Total Score (High)	2,4		
BARGAINING POWER OF SUPPLIERS			
Number of Container Suppliers	0,6	1	0,6
Supplier Pricing	0,4	2	0,8
Total Score (Low)	1,4		
RIVALRY AMONG EXISTING FIRMS			
Number of Competitors	0,6	3	1,8
Competitor's Ability	0,4	1	0,4
Total Score (Medium)	2,2		
TOTAL AVERAGE (MEDIUM)	2,16		

Source: Author, 2021

b. PEST

PEST analysis analyses the external business environmental factors that include the political, economic, social and technological fields (Ward and Peppard, 2002). PEST is used to assess the market of a business unit / organizational unit. Based on our PEST analysis, we can draw assumptions after conducting our research, as shown in the table below:

Table 3.2: I-Cont's External Factor Analysis (EFE)

Key External Factors	Weight	Rating	Score
OPPORTUNITIES			
The food and beverage industry will continue to develop, and the government will keep providing support (Politics and Economics)	0.09	3	0.27
Collaborating with financial institutions (Economic)	0.10	4	0.40
The price of permanent buildings is high, making a new trend which shifts into portable buildings (Social)	0.08	3	0.24
Enterprise marketing system (Technology)	0.09	4	0.36
The semi-permanent building does not require permission from the government (Politics)	0.10	4	0.40
Unique buildings are in great demand by millennials (Social)	0.08	3	0.24
Total			1.91

Table 3.3 Continued...

THREATS			
Prices of materials fluctuate in sync with the dollar exchange rate (Economics)	0.08	3	0.24
The technology system is easy to be duplicated (Technology)	0.10	3	0.30
An experienced business competitor with connections (Social)	0.09	3	0.27
The pandemic that affects the Indonesian economy (Economics)	0.09	2	0.18
Taxes that make the prices more expensive (Politics)	0.10	1	0.10
Total			1.09
TOTAL			3.00

Source: Author, 2021

Table 3.1 above shows that the company EFE's total score I-Cont is 3.00, which indicates that the external position of I-Cont is strong. The table shows the highest opportunity is that a semi-permanent building company does not require an official permit from the government (IMB) and our collaboration with a financial institution. With these things in mind, we will create economic containers which could attract large F&B customers. Meanwhile,

the highest threat is the value-added tax (VAT) which makes products more expensive.

Internal Factor Analysis

In this part, our group will summarize and evaluate the internal factors of PT. Inti Karya Abadi Kontainer. The company's strengths and weaknesses are shown in Table 3.3 below.

Table 3.3: I-Cont's Internal Factor Analysis (IFE)

Key External Factors	Weight	Rating	Score
OPPORTUNITIES			
Buying materials at shipping companies will be cheaper	0.09	3	0.27
Non-conventional design using the knock-down system with many advantages	0.10	3	0.30
Economical prices could adjust to consumer's budget	0.09	4	0.36
Provision of containers with flexible designs according to consumer's demands with the help of the website for marketing	0.10	3	0.30
The payment method provides a credit/leasing option	0.12	4	0.48
One-stop solution and membership service method	0.11	3	0.33
Collaborating with financial institutions (Askrindo)	0.11	4	0.44
Total			2.48
THREATS			
Small workshop	0.09	2	0.18
Has not developed a strong collaboration with local governments in the MSME sector	0.10	1	0.10
Human resources are not optimal	0.09	2	0.18
Total			0.46
TOTAL			2.94

Source: Author, 2021

From the table, the total score of our IFE matrix is 2.94. This number is above the average, which means that PT. Karya Inti Abadi Kontainer has middle internal position. In terms of strength, the highest score is our payment method which provides instalments, while our company's biggest weakness is that it is not yet strong in collaborating with local governments in the MSME sector.

Competitive Advantage (VRIN)

Competitive advantage is a situation in which a company is superior to its

competitors. Porter (1990:3) argues that competitive advantage is the heart of marketing performance to face the competition. Companies can achieve a competitive advantage if the company implements a value-creating strategy that is not carried out by other companies (Barney, 2008). In order to achieve such advantages, I-Cont, as a new company, hopes to have many advantages to compete with veteran competitors in this industry. First, we need to ensure that our resources and capabilities are superior and sustainable.

Table 3.4: I-Cont's VRIN

Resources		Valuable	Rare	Inimitable	Non-substitutable	
	Materials	Yes	No	No	Yes	Realized Temporary Competitive Advantage
Knock-Down System	Yes	Yes	No	Yes	Realized Temporary Competitive Advantage	
Capabilities	Economical Price	Yes	No	No	Yes	Realized Temporary Competitive Advantage
	Flexible Design	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
	Payment Method	Yes	Yes	No	Yes	Realized Temporary Competitive Advantage
	Service	Yes	No	No	No	Competitive Disadvantage
	Cooperation with Financial Institutions	Yes	No	No	Yes	Realized Temporary Competitive Advantage

Source: Author, 2021

Based on the VRIN analysis above, the competitive advantage of I-Cont is that we have a container modification service with flexible and unique designs.

Strategic Planning

a. CPM

The CPM matrix is used to identify companies against competitors with equal business fields, seen from several aspects such as strength, weakness, opportunity and threat (SWOT). CPM matrix is considered the same as how we identify EFE. However, CPM has a complete calculation matrix

because it includes elements of the company's internal factors (strength and weakness), then comparing the strength of our company with our selected competitors.

In table 3.5 below, the number of our calculated CPM is based on group observations and field research results. Therefore, this matrix is relative to the actual situation. Though, we could realize based on the table above that PT. Inti Karya Abadi is superior compared to PT. Raconindo Container and PT. Malaka Jaya. They are well-known veteran companies in the industry.

Table 3.5: I-Cont's CPM

No	Critical Success Factors	Weight	PT. Karya Inti Abadi		PT. Raconindo Container		PT. Malaka Jaya Abadi	
			Rating	Score	Rating	Score	Rating	Score
1.	Materials	0.09	3	0.27	2	0.18	3	0.27
2.	Knock-down system	0.10	3	0.30	2	0.20	2	0.20
3.	Product price	0.09	4	0.36	3	0.24	4	0.36
4.	Flexible design	0.10	3	0.30	2	0.20	3	0.30
5.	Payment method	0.12	4	0.48	1	0.12	1	0.12
6.	One-stop solution and membership service	0.11	3	0.33	1	0.11	1	0.11
7.	Cooperating with financial institutions (Askrindo)	0.11	4	0.44	1	0.11	1	0.11
8.	Small workshop	0.09	2	0.18	4	0.36	4	0.36
9.	Collaboration with local government	0.10	1	0.10	1	0.10	1	0.10
10.	Human resources	0.09	2	0.18	3	0.27	4	0.36
TOTAL		1.0		2.94		1.89		2.29

Source: Author, 2021

SWOT Matrix

This matrix is a strategy that must be carried out by referring to crosses between internal and external factors. Strengths, weaknesses, opportunities and threats will cross to develop capable strategies, which then can be drawn into SO (strength-opportunity) strategies, WO (weakness-

opportunity) strategies, ST (strength-threat) strategies and WT (weakness-threat) strategies.

The SO strategy uses the company's internal strengths to take advantage of external opportunities, while the WO strategy aims to improve internal weaknesses by taking advantage of external

opportunities. ST strategy uses the defensive strategy aimed at reducing the company's strengths to avoid or reduce the impact of external threats. WT strategy is a

defensive strategy aimed at reducing internal weaknesses and avoiding external threats.

Table 3.6: I-Cont's SWOT Strategies

	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> • Buying materials at shipping companies will be cheaper (S1) • Non-conventional design using the knock-down system with many advantages (S2) • Prices that could adjust to consumer's budget (S3) • Flexible design according to consumer wishes with the help of the Website (S4) • The payment method provides a credit/leasing option (S5) • One-stop solution and membership service (S6) • Collaborating with financial institutions (Askrindo) (S7) 	<ul style="list-style-type: none"> • Small workshop (W1) • Has not developed a strong collaboration with local governments in the MSME sector (W2) • Human resources are not yet optimal (W3)
OPPORTUNITIES <ul style="list-style-type: none"> • The food and beverage industry will continue to develop, and the government will provide full support (O1) • Collaborating with financial institutions (O2) • The price of permanent buildings is high, making a new trend which shifts into portable buildings (O3) • Enterprise marketing system (O4) • The semi-permanent building does not require permission from the government (O5) • Unique buildings are in great demand by millennials (O6) 	SO STRATEGIES <ul style="list-style-type: none"> • Take advantage of the transition to the use of buildings that have a high level of practicality, flexible and unique, and attractive design as a marketing strategy (O1, O3, O5, O6, S3, S4) • Distribution through an online system, participate in F&B communities, then collaborating with the government regarding the procurement of business premises (O1, O2, S3) • Attract consumers' attention with offers in the form of instalments obtained by us in collaboration with financial institutions and Aksrindo (O2, O4, S5, S7) 	WO STRATEGIES <ul style="list-style-type: none"> • Continue to innovate in terms of products and human resources to create designs that attract consumers' interest to make a good and profitable reputation for our company to develop (W1, W3, O3, O5) • Deepen cooperation and connection with financial institutions, such as Askrindo, then the government, and other partners to make it easier for consumers (O1, O2, W2)
THREATS <ul style="list-style-type: none"> • Prices of materials fluctuate in sync with the dollar exchange rate (T1) • Easy to be imitated technology system (T2) • An experienced business competitor with connections (T3) • The pandemic that affects the Indonesian economy (T4) • Taxes that make the prices more expensive (T5) 	ST STRATEGIES <ul style="list-style-type: none"> • Cooperating with material suppliers to get prices can be reduced to get cost reduction (T1, T5, S1, S3) • Using innovations such as knock-down systems and PU to reduce production cost to win the competition (T2, T3, T5, S2, S3, S4, S6) • Developing instalment as a payment method to ease the burden on consumers, especially in time during financial instability (T4, S3, S5, S7) 	WT STRATEGIES <ul style="list-style-type: none"> • Trying to develop better product designs that could not be imitated, also to anticipate the creativity of competitors to get many benefits, including cost-reduction (T2, T3, W3) • Improving after-sales competence to create a capable membership system for consumers to keep coming back to our company. (T3, W3)

Source: Author, 2021

According to table 3.6 above, PT. Karya Inti Abadi Container mainly has four main strategies for making strategic decisions that are most appropriate for competitive advantages. The first is using innovations in the container modification industry such as instalments, polyurethane systems, and knock-downs to create competitive prices and keep consumers from switching to competitors. The second is to improve employee competence. The third is to deepen the cooperation with financial institutions, the government, and the community— finally, the last strategy uses digital marketing which started to dominate how people promoted their

products or services (Nisa & Tamzil, 2021), such as advertising and other social media. After all, promotion is a method used to market a product / service in order to increase number of customers (Widardi et al., 2019), also the way to deliver message regarding our product to increase customer interest (Utami et al., 2020).

IE Matrix

From tables 3.2 and 3.3, it can be seen that the result of EFE is 3.00 and IFE is 2.94. After placing it on the matrix, PT. Karya Inti Abadi Kontainer is placed in quadrant II (figure 3.2). That section describes that I-Cont is in a growing

company (Grow and Build). I-Cont uses several strategies, which would be market penetration, market development, and product development.

		STRONG 3.0 – 4.0	AVERAGE 2.0 – 2.99	WEAK 1.0 – 1.99
THE EFE TOTAL WEIGHT	HIGH 3.0 – 4.0	I	II	III
	MEDIUM 2.0 – 2.99	IV	V	VI
	LOW 1.0 – 1.99	VII	VIII	IX

Figure 3.2: Matrix Analysis of I-Cont
Source: Author, 2021

QSPM Matrix

Here is the QSPM matrix from PT. The work of Inti Abadi Container that we have done research and observations in the field. After we discussed, the alternative strategies we took were developing types of services, expanding market reach and strengthening marketing strategies. Then, we will discuss the three alternative strategies to determine the primary alternative strategy for our company, PT. Karya Inti Abadi Kontainer.

QSPM matrix from PT. Karya Inti Abadi Kontainer is on the table 3.7. Through field research and discussion, the alternative strategy that we take is developing service type, expanding market reach and strengthening marketing strategy. Afterwards, we will discuss the three alternative strategies to determine the main strategic alternative for our company.

Table 3.7: I-Cont's QSPM

Defining Factor	Weight	Market Penetration		Market Development		Product Development	
		AS	TAS	AS	TAS	AS	TAS
OPPORTUNITIES							
The food and beverage industry will continue to develop, and the government will provide full support	0.09	4	0.36	4	0.36	4	0.36
Collaborating with financial institutions	0.10	3	0.30	2	0.20	2	0.20
The price of permanent buildings is high, making a new trend which shifts into portable buildings	0.08	3	0.24	3	0.24	3	0.24
Enterprise marketing system	0.09	4	0.36	4	0.36	2	0.18
The semi-permanent building does not require permission from the government	0.10	3	0.30	3	0.30	3	0.30
Unique buildings are in great demand by millennials	0.08	2	0.16	3	0.24	3	0.24
THREATS							
Prices of materials fluctuate in sync with the dollar exchange rate	0.08	2	0.16	2	0.16	2	0.16
The technology system is easy to be duplicated	0.10	4	0.40	2	0.20	2	0.20
An experienced business competitor with connections	0.09	2	0.18	2	0.18	3	0.27
The pandemic that affects the Indonesian economy	0.09	1	0.09	1	0.09	3	0.27
Taxes that make the prices more expensive	0.10	2	0.20	2	0.20	2	0.20
STRENGTHS							
Buying materials at shipping companies will be cheaper	0.09	3	0.27	4	0.36	4	0.36
Non-conventional design using the knock-down system with many advantages	0.10	3	0.30	2	0.20	2	0.20
Economical prices could adjust to consumer's budget	0.09	3	0.27	4	0.36	3	0.27
Provision of containers with flexible designs according to consumer's demands with the help of the website for marketing	0.10	4	0.40	4	0.40	3	0.30
The payment method provides a credit/leasing option	0.12	3	0.36	2	0.24	2	0.24
One-stop solution and membership service method	0.11	3	0.33	2	0.22	3	0.33
Collaborating with financial institutions (Askrindo)	0.11	3	0.33	2	0.22	1	0.11
WEAKNESSES							
Small workshop	0.09	3	0.27	2	0.18	2	0.18
Has not developed a strong collaboration with local governments in the MSME sector	0.10	2	0.20	2	0.20	3	0.20
Human resources are not optimal	0.09	2	0.18	1	0.09	1	0.09

Source: Author. 2021

Based on several alternative of the development strategy from our strategies obtained from the matching stage company above, the score for the first

strategy is 5.66. The second is 5.00, and the third is 4.90. It means the first strategy will be taken as the priority of I-Cont, which is market penetration.

Lean Canvas

Lean Canvas is a one-page business plan method created by Ash Maurya, adapted from the Business Model Canvas by Alexander Osterwalder (2014). Lean

Canvas is made especially for entrepreneurs to make it easy to get a clear and simple idea of what they are doing. After all, in the end, the business activities carried out must submit to the lean business (Erna et al., 2021). The business model canvas summarizes the entire business process of PT. Karya Inti Abadi Kontainer in carrying out production is described in the following picture:

<p>Problem</p> <ol style="list-style-type: none"> 1. Semi-permanent building is relatively expensive and need another cost for renting land 2. High purchase price at the beginning 3. Difficult to be modified and resell 4. Hard to find transportation 5. Condition of goods and services not match expectations 	<p>Solution</p> <ol style="list-style-type: none"> 1. Modern, practical and economical containers 2. Offer credit/leasing 3. One-stop solution for customers' needs 	<p>Unique Value Propositions</p> <ol style="list-style-type: none"> 1. Container modification for semi-permanent building for business 2. Practical, modern and economical container for customer 3. Remodification and resold 	<p>Unfair advantage</p> <ol style="list-style-type: none"> 1. Flexible design that can be customized with consumers' wishes 	<p>Customer Segments</p> <ol style="list-style-type: none"> 1. F&B industry in MSME's small class
<p>Cost Structure</p> <ol style="list-style-type: none"> 1. Operating costs 2. Marketing Fee 3. HR Cost 4. Leasing Fee 		<p>Revenue Streams</p> <ol style="list-style-type: none"> 1. Membership (after sales) 2. Container Sales 		
<p>Key Metrics</p> <ol style="list-style-type: none"> 1. Developing competent human resources 2. Innovate with the purpose of suppressing operations cost for product output competing 3. Reaching the target market with B2B and B2C 		<p>Channels</p> <ol style="list-style-type: none"> 1. Online Channel (website) 2. MSME (especially F&B) community 3. Government 		

Figure 3.3: I-Cont's Lean Canvas
Source: Author, 2021

4. CONCLUSION

We concluded the strategies created based on the analysis results above by determining the value proposition canvas, analysis of external and internal factors, analysis of CPM, SWOT, IE, QSPM and Porter's Generic Strategy to build a capable and formidable strategy for PT. Karya Inti Abadi Kontainer, with 'I-Cont' as our brand. We could see that even if it looks tough, I-Cont would have survived the competition in the industry with our three advantages: knock-down system, instalment method and PU system to compete with veteran companies. In addition, our design is unique, which would stand out as our unfair advantage (in Lean Canvas, figure 3.3).

In addition, we should be aware of this tough competition. We need to keep developing by expanding the market to find even larger customer targets and develop our services. We should not forget that our customers are susceptible to price changes and have little loyalty; as long the competitor has a lower price, our customers will shift into another company that could provide even better service.

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