

ANALYSIS OF THE POST-ACQUISITION MARKETING STRATEGY FOR PT BHIRAWA STEEL TO INCREASE SALES

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Abstrak

This research was carried out with the aim of identifying the marketing strategies carried out by PT. Bhirawa Steel. This research's marketing strategy analysis uses SWOT analysis, using qualitative research design methods. Information related to marketing strategy was obtained from direct interviews with all informants, conducting field observations, and collecting secondary data on the company. The result of this research is that the implementation of marketing strategies at PT. Bhirawa Steel has been running well, even though it is not perfect. The most important thing in the successful implementation of this marketing strategy is the commitment of superiors and marketing managers to improve and control the competitive marketing strategy for steel products.



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INTRODUCTION

Recent global economic developments have triggered intense competition between companies both in Indonesia and around the world. This means that every company must be able to increase product superiority in order to increase the company's purchasing power and ability to face competition in domestic and international markets. Meanwhile, the phenomenon that occurred at the beginning of 2020, namely the COVID-19 pandemic, had a huge impact on the economies of various countries. Because almost all countries are implementing lockdowns that have a negative impact



on the economy, including Indonesia. In Indonesia, gross domestic product (GDP) in the second quarter of 2019 reached IDR 2,735 trillion, while after COVID-19, GDP in the second quarter of 2020 experienced a contrast and its value became Rp 2,590 trillion (Indonesian Finance Minister, 2021). Many large companies in Indonesia experienced losses due to the pandemic, resulting in several workers being laid off. This can cause company performance to decline and the unemployment rate in Indonesia to increase.

Currently, the world steel industry is experiencing rapid development, so it requires the right marketing strategy in introducing steel products to consumers. The right marketing strategy relates to the profit to be obtained for steel producing companies, if the company can develop and maintain sales of the products it produces. Companies can carry out the implementation of marketing strategies along with innovation by taking advantage of opportunities to develop sales, so the company can improve and maintain its position and position in the market. This makes companies required to be able to determine and choose strategies that can be used in facing competition (Darmawan & Grenier, 2021).

Declining sales and unstable sales in several years are indications of weakening competitive forces and strategies implemented by PT. Bhirawa Steel in the face of competition, it must conduct an assessment of a matter that is the cause of the decline in sales and what businesses can develop sales by implementing the right marketing strategy.

The marketing strategy is a fundamental tool designed to realize the company's goals to increase competitive advantage according to the market entered or the marketing program used to serve the target market (Tjiptono & Chandra, 2017). The existence of a combination of price, product strategy, place, promotion to achieve marketing objectives is called the "marketing mix" / marketing mix. Marketing mix is often known as the 4P (Product, Price, Promotion, and Placement). In marketing as a tool used by producers to influence customers, among others, are as follows:

1. Product, Something that can be offered to the market in order to get attention, so that the product being sold will be bought, consumed, used which can satisfy the needs and wants of customers.
2. Price, The various values that customers exchange for the benefits of using or owning services and products whose value is determined by the seller and the buyer through bargaining, and the seller determines the same price for all buyers.
3. Place, The place associated with the distribution channel is directed in realizing the target customer. This system includes transportation, location, warehousing.
4. Promotion, Being one of the marketing methods to sell and communicate a product to customers who have competence.

The steel industry is one of several industries that are needed by other industries because steel is a crucial raw material for other industries as a whole, so based on this the steel industry has a crucial role in industrial life. PT. Bhirawa Steel is a company operating in the steel industry which plays a significant role in the development of the steel industry and development in Indonesia. PT. Bhirawa Steel has a variety of

customers, for example BUMN construction (PT. Utama Karya (Persero), PT. Brantas Abipraya, PT Waskita Karya, PT. Adhi Karya, PT. Nindya Karya, PT. Wijaya Karya, PT. Housing Companies) and retail customers (PT. Sumber Nusantara Aditya, Bumi Nadi Makmur, Nusa Utama Construction, Surya Wijaya Megah, etc.

Table 1. Sales of PT. Bhirawa Steel before being acquired in 2014 – 2018

Year	Period	Realization (Tons)	Percentage BUMN Karya	Percentage <i>retail customer</i>
2014	January 1 – December 31, 2014	101.090	15%	85%
2015	January 1 – December 31, 2015	95.214	17%	83%
2016	January 1 – December 31, 2016	48.781	4%	96%
2017	January 1 – December 31, 2017	22.545	0%	100%
2018	January 1 – December 31, 2018	7.191	27%	73%

Source : Data PT. Bhirawa Steel

Tabel 1. Penjualan PT. Bhirawa Steel Setelah diakuisisi pada tahun 2019 – 2022

Year	Period	Realization (Tons)	Percentage BUMN Karya	Percentage <i>retail customer</i>
2019	January 1 – December 31, 2019	140.394	97%	3%
2020	January 1 – December 31, 2020	148.407	96%	4%

Year	Period	Realization (Tons)	Percentage BUMN Karya	Percentage <i>retail customer</i>
2021	January 1 – December 31, 2021	106.591	96%	4%
2022	January 1 – December 31, 2022	140.866	96%	4%

Source : Data PT. Bhirawa Steel

According to the findings of the prior study carried out by Hariyanti, (2023), post-acquisition financial reports discovered that two out of three subsidiaries enjoyed financial benefits after the firm was bought, but the parent company, in its capacity as the acquirer, experienced a decline in its financial position as a result of the acquisition. That's why this study will try to analyze marketing strategies to increase profits for the company after the acquisition.

Based on this explanation, researchers are encouraged to carry out research that aims to: 1) analyze the strengths and weaknesses of the marketing of steel products at BUMN Karya and retail customers of PT. Bhirawa Steel. 2) Analyze the opportunities and threats of marketing steel products at BUMN Karya and retail customers of PT. Bhirawa Steel. 3) Analyzing the marketing strategy for steel products in selling PT. Bhirawa Steel after the acquisition of PT. Hutama Karya (Persero).

RESEARCH METHODS

The research method used in this study to solve problems includes analytical methods. The method used in the research is written in this section.

The research method uses qualitative methods. The feature of this method is that data is presented in the form of images in the form of words, narrative text, opinions, expressions, ideas collected by researchers through various sources based on methods and techniques of data collection (Sugiyono, 2017). Then, the data is classified based on needs using an interpretive approach to the subject and then analyzed (Denzin et al., 2023).

For the unit of analysis in this study is PT. Bhirawa Steel. Determination of key informants with a total of 14 individuals selected based on a consideration, in order to obtain data and collect the necessary information through various employees.

This research was conducted at PT. Bhirawa Steel Jalan Margomulyo No. 6 Tandes Surabaya, East Java. PT. Bhirawa Steel is headquartered in Surabaya and only has a representative office in Jakarta with the address Jalan MT. Haryono Kav. 8 East Jakarta.

The pre-research stage is to make a research design that contains the background of the problem, research reasons, research determination, research schedule, and design of data analysis procedures related to the process before the start of the research.

The stages of conducting research are activities that include data collection, classification, observation of objects whose truth must be observed or analyzed.

The research implementation phase was carried out by researchers starting in June 2022. The primary data used in the study was originally obtained from the results of interviews conducted with previously determined key informants. Besides that, direct observation was also carried out in order to obtain supporting data in the form of observations on the marketing process as a result of implementing existing marketing strategies in the company to develop sales. The company's internal data includes annual reports, monthly company reports, operational activity reports, company profiles, and others. While external data includes production activities and product industry as well as other supports. For example production process data, sample product data.

Data collection in order to obtain accurate data whose truth can be trusted or is relevant to the problem under study, so that data collection is carried out using various methods: Observation, Interview, and Documentation.

The results of the data collection process carried out an analysis of the findings or observations in the field. Some of the steps used are:

1. Identify a marketing strategy
 - a. Promotion
 - b. The place
 - c. Price
 - d. Product
2. SWOT (Strengths, Weaknesses, Opportunities, Threats)

In the SWOT strategy implementing all existing external and internal factors, it produces 4 types of organizational strategies with each characteristic. The existing process begins with the data obtained, analyzed, then a general description is obtained then a thorough interpretation is carried out which includes all the conclusions of the research results (Rangkuti, 2015).

RESULTS AND DISCUSSION

Based on this analysis, the author will understand the overall marketing strategy related to the company PT. Bhirawa Steel, this marketing strategy activity is to align its products being marketed in such a way that customers will be easy to see or in arrangement and placement so that the product will attract customer attention.

Some of the questions posed to DU and DM 1 informants obtained information about marketing strategies and marketing activities at PT. Bhirawa Steel as seen from the marketing mix, namely price, product, place, promotion are:

1. Product Strategy

Products in the company PT. There are three types of Bhirawa Steel for BUMN Karya and retail customers, namely:

a. Reinforcing Concrete Steel

Concrete reinforcing steel is carbon steel or alloy steel with a circular cross-section and plain or screwed surface used for concrete reinforcement. This steel is produced by heating billet raw materials. Concrete reinforcement steel at PT. Bhirawa Steel is divided into 2 types, namely:

1) Plain Concrete Reinforcing Steel

Plain reinforcing steel is concrete reinforcing steel with a circular cross-section and flat surface without threads or fins. Plain concrete reinforcing steel produced at PT. Bhirawa Steel consists of various types. The following is a type of diameter of plain concrete reinforcing steel produced by PT. Bhirawa Steel.

2) Deformed Concrete Steel

Fin/screw concrete reinforcing steel is concrete reinforcing steel which has a surface having longitudinal and transverse threads or fins which are intended to increase adhesion or to resist longitudinal movement through the rod relative to the concrete. Deformed concrete reinforcing steel produced at PT. Bhirawa Steel consists of various types. The following is a type of deformed concrete steel diameter produced by PT. Bhirawa Steel.

b. Welded Reinforcement Grid

c. *Bhirawa Steel Stirrup*

From the results of these interviews it was concluded that some of the informants as much as 100% answered questions related to the product seemed to know about PT. Bhirawa Steel. To develop a product strategy, marketing must determine how the proposed available products match the chosen goals and directions, or how each of these products can contribute to building relationships with consumers as targets (Wijaya et al., 2022).

2. Pricing Strategy

The pricing strategy for the second component of the marketing mix is very important because it directly produces revenue. The answer to the question about the price with the DU informant is that the price of PT. Bhirawa Steel has a price range of IDR 10,200 per kg – IDR 11,000 per kg, although there are several iron products that are cheaper. However, the answers obtained from DM 1 to DM 4 informants found that the price comparison between PT. Bhirawa Steel with other iron companies.

It can be seen that the price difference between PT. Bhirawa Steel with other iron companies such as PT. Inter World Steel Mills Indonesia and PT. The Master Steel Mfg is not too far away, although from the results of the interviews that the researchers conducted, it can be concluded that almost 90% of the informants answered that PT. Bhirawa Steel is considered expensive but the informants also know about the quality of iron products at PT. Inter World Steel Mills Indonesia and PT. The Master Steel Mfg is equivalent to PT. Bhirawa Steel.

Meanwhile, the DU informant gave reasons why PT. Bhirawa Steel is more expensive, this can happen because the costs of iron production and raw materials for iron production are different between steel companies so that the pricing can change according to existing market prices. DM 1 informant, gave an explanation of the pricing strategy that was carried out, as in the following interview answers:

"We, in providing prices to customers, must adjust to market prices, even though there are many iron prices on the market that are cheaper than the prices we offer, even though a lot of cheap iron comes from scrap metal and non-VAT, so we people have to be able to explain why iron products PT. Bhirawa Steel is more expensive because sometimes customers only see the price and don't know the quality of the iron product."

From these answers it can be seen that customer behavior and reactions can affect the price of a product. This is of course in theory compatible with the price aspect as said by Marian Burk Wood in Scheinbaum et al. (2022), that is, when making a price decision, marketers must also consider how the value of the product will be communicated to customers.

As a researcher decided to make PT. Inter World Steel Mills Indonesia and PT. The Master Steel Mfg as the main competitor because of the interview results. The answer shows that almost 100% of the informants gave an explanation that steel products from PT. Inter World Steel Mills Indonesia and PT. The Master Steel Mfg is in great demand by BUMN Karya and retail customers.

3. Promotion Strategy

The promotion strategy is implemented by the company to support sales success and product introduction. Answers from informants DM 1, DM 2 and DM 3 regarding questions about the promotion of the forms of promotion carried out by PT. Bhirawa Steel currently to increase sales, namely:

a. Advertising

Advertising is a form of indirect communication based on the advantages of PT. Bhirawa Steel which is made up of a series of words in such a way as to make the customer think about buying this iron product. Advertising activities carried out by PT. Bhirawa Steel with several types including print media, web media, social media.

PT. Bhirawa Steel places advertisements on the website and Instagram as media for promotion and information on steel products, making it easier for potential customers to find a steel company and to attract customers to the image of PT. Bhirawa Steel.

b. Publicity

Publicity is usually used by PT. Bhirawa Steel to influence the customer. This is done not only through advertising but publicity is done by having technical seminars, displaying company boards at construction sites, providing calendars, agendas, ballpoint pens and distributing flyers, product brochures, company profiles.

The nameplate attached to the project site aims to provide information to contractors or the public that the project uses steel products from PT. Bhirawa Steel.

Umbrellas, t-shirts, hats, bags, ballpoint pens as one of the promotional material media as well as tokens of thanks, which are used at the end of the year with the aim that the PT brand. Bhirawa Steel to always be remembered by customers and prospective customers.

c. Word Of Mouth (word of mouth)

The word of mouth promotion strategy implemented by PT. Bhirawa Steel is carrying out promotions to the most influential people in a community, providing the best service for customers by explaining the advantages of products that are in accordance with SNI standards, so that it is hoped that positive relationships or interactions will occur and can influence customers to be interested in buying iron products the steel.

Meanwhile, from interviews with informants, almost 90% gave answers knowing that there was a promotion strategy implemented by PT. Bhirawa Steel, informants C1, C2, C3, C4 gave the answer that the promotion carried out by PT. Bhirawa Steel by means of Word Of Mouth (word of mouth) directly inter-marketing with the informant company.

Informant C1 in his answer even said that the promotion given by PT. Bhirawa Steel by inviting the introduction of new products, providing company profiles and visiting the company directly, so that the informants felt the promotion was going well.

4. Distribution Strategy / Place

Place is associated as a distribution channel aimed at reaching target consumers. The distribution system includes location, transportation, and so on (Harris et al., 2020). PT. Bhirawa Steel is located on Jalan Margomulyo, precisely at the corner of the Margomulyo warehouse, Surabaya. Distribution is also implemented by PT. Bhirawa Steel with steel distribution channels to various regions and abroad.

The answer to the question about the location strategy with the informant GD1 explained that the arrangement of steel at PT. Bhirawa Steel is carried out with an In – Out system, namely the old iron product is moved up and the new iron product is placed below, so that the old iron product does not rust easily, which is due to the old stockpiling of the iron product and the arrangement according to the size of each product .

However, from the answers obtained from the informants, almost 80% knew directly about the location strategy carried out by PT. Bhirawa Steel, while informants C1 and C2 explained that product placement was in accordance with the in-out system and neat, making it easier for customers to pick up goods.

SWOT analysis is a systematic identification of various factors to formulate a marketing strategy for PT. Bhirawa Steel. This analysis is based on logic that can maximize Strengths and Opportunities, but simultaneously can minimize Weaknesses and Threats. The following is a breakdown of strengths, weaknesses, opportunities and threats.

From the results of interviews with informants DU, DM1, DM2, DM3, DM4, PPC-QC, GD1, KS, GD2, EXIM it can be seen that internal factors come from within the company environment in the form of company strengths and weaknesses.

Table 3. SWOT analysis

<p>Internal</p> <p>Eksternal</p>	<p>Strengths (S)</p> <ol style="list-style-type: none"> 1. The product comes from pure iron ore smelting. 2. Complete products and SNI standard products with superior quality. 3. Spacious warehouse so that it can provide services to customers with a deposit system for products that have been purchased. 4. Fast delivery, and maintain product stock. 5. Sale of credit tenor 3-6 months to 1 year depending on the contract agreement. 6. Quick management decision making in product problems. 7. Location of PT. Bhirawa Steel which is strategic so that it is easy to reach and known. 	<p>Weaknesses (W)</p> <ol style="list-style-type: none"> 1. Lack of direct marketing network to retail customers. 2. Product prices are more expensive than products on the market, this is due to the large number of low quality products.
<p>Opportunities (O)</p> <ol style="list-style-type: none"> 1. The large number of infrastructure developments in Indonesia has created a large demand for steel, especially construction steel. 2. Government programs that prohibit the production of iron that does not meet SNI standards, so that there is a large demand for steel products in accordance with SNI standards 	<p>Strategi (SO)</p> <p>Strategy uses strengths to take advantage of opportunities</p> <ol style="list-style-type: none"> 1. The strategy of utilizing all the strengths of PT. Bhirawa Steel, which is a product derived from pure iron ore, maintains good service, and increases the completeness of the product according to size. 2. Strengthening the image of PT. Bhirawa Steel. 	<p>Strategi (WO)</p> <p>Strategies minimize weaknesses by taking advantage of opportunities</p> <ol style="list-style-type: none"> 1. Take advantage of the high demand for iron by increasing the direct marketing network to retail customers. 2. Utilizing government programs with SNI PT products. Bhirawa Steel and gave an explanation even though the price is more expensive but SNI standard.

Threats (T)	Strategi (ST)	Strategi (WT)
<p>1. The high growth rate of steel industry companies producing non-standard products.</p> <p>2. Price competition between steel products.</p> <p>3. The large number of sales of steel products without VAT.</p>	<p>The strategy of using strength to overcome threats</p> <p>1. Strategy using the company's strengths, namely intensifying promotions, improving service to customers.</p> <p>2. Iron products PT. Bhirawa Steel complies with SNI standards so that it can compete with non-SNI standard steel products</p>	<p>Strategies minimize weaknesses and avoid threats</p> <p>1. Minimizing the threat of steel product companies by minimizing competitors with non-SNI products.</p> <p>2. The high competition between iron products pushed PT. Bhirawa Steel competes with lower prices without compromising product quality.</p>

Source : Research result

1. Strength, consisting of:
 - a. The product comes from smelting pure iron ore
 - b. Complete products and SNI standards with superior quality
 - c. The warehouse is spacious so it can provide services to customers with a system of entrusting the products that have been purchased
 - d. Fast delivery, as well as maintenance of product stock
 - e. Sale of credit tenor of three to six months to one year depending on the contract agreement.
 - f. Decision making through rapid management of product issues.
 - g. Location of PT. Bhirawa Steel is strategic so it's easy to find and reach.
2. Weaknesses, consisting of:
 - a. Limited direct marketing network to retail customers.
 - b. The price of the product is higher than the product on the market, this is due to the fact that many products are not SNI standard.

External factors that originate outside the company's environment take the form of threats and opportunities:.

 1. Opportunities, including:
 - a. A lot of infrastructure development in Indonesia has resulted in a lot of demand for steel that conforms to SNI standards, especially steel construction.
 - b. The government program that does not allow the production of iron that does not comply with SNI standards has resulted in many requests for steel products conforming to SNI standards.
 2. Threats, consisting of:
 - a. Many of the growth rates of steel industry companies produce non-standard products at lower prices.
 - b. Price competition among steel products.

Many sales of steel products are not accompanied by VAT. Based on the SWOT matrix analysis, several possible strategic options can be written to PT. Bhirawa Steel. The combination of several SWOT components is a strategy that supports the development of product sales potential including: Strengths (SO) Strategy, Strengths Threats (ST), Weaknesses Opportunities (WO), Weaknesses Threats (WT).

Based on this analysis using the results of interviews and observations so that the results of the analysis can be understood, namely:

1. Products

PT. Bhirawa Steel has indirectly implemented a marketing strategy based on Product Life Cycle, namely by conducting information to customers on new products issued, creating various models of iron products for speed and ease of development (Walker et al., 2015). In terms of product, deformed and plain iron are the main products offered by PT. Bhirawa Steel has advantages over other iron products, this is due to the origin of steel products through smelting pure iron ore. However, according to field observations, it was found that PT. Inter World Steel Mills Indonesia and PT. The Master Steel Mfg is also in great demand by retail customers because the price is cheap and the smelting is not from pure iron ore (a mixture of scrap metal) while the steel products of PT. Bhirawa Steel is less favored by retail customers. So it can be concluded that BUMN Karya customers and retail customers when buying steel products do not pay attention to price but pay attention to product quality that can be sturdy for the long term.

In accordance with the discussion regarding the product strategy described above, various product strategy recommendations can be stated, namely:

- a. Marketers should look directly at the market to find out which steel products are in great demand by customers, so they can find out firsthand the actions taken by competing companies through the eyes of the customer.
- b. Marketing must convince customers more about the superiority of PT. Bhirawa Steel, regarding the raw materials used in making steel products derived from genuine iron ore. That is by developing product quality so that customers do not switch to competing products.
- c. This step must be supported by always developing marketing aspects. The goal is that the products of PT. Bhirawa Steel is continuously available in every region.

2. Price

So far, the price strategy implemented by PT. Bhirawa Steel, namely by bargaining between marketing parties and customers, the desired price can be determined based on market prices. However, based on price analysis, there is a problem, because the price of PT. The installed Bhirawa Steel is still considered expensive by various retail customer informants compared to the prices given by competitors or those on the market. It can be concluded that retail customers pay attention to purchasing decisions more sparingly, goods at affordable prices are purchased based on needs and desires and do not pay attention to quality. For BUMN Karya customers, they still prefer PT. Bhirawa Steel because they believe in the quality

of the BUMN Company's grandson, PT. Utama Karya (Persero).

Based on the description regarding the pricing strategy described above, it can be stated that various price strategy recommendations are:

- a. Marketers need to emphasize the benefits and guarantee the quality of PT. Bhirawa Steel to BUMN Karya customers and retail customers.
- b. Fulfilling on time delivery accompanied by quality according to demand.
- c. Responsive to customer claims so as to develop superior offers, buyers can't refuse.

3. Promotion

The promotion strategy implemented by PT. Bhirawa Steel is still not widespread, so many do not understand the quality of PT. Bhirawa Steel, a new promotion strategy is needed to increase product sales. Steel products PT. Bhirawa Steel is only understood by a number of individuals and from certain circles. Then a Promotion Mix is needed in the form of Advertising, Public Relations (Walker & Mullins, 2013). So far, the type of promotion carried out by PT. Bhirawa Steel only uses email, visits to Projects, Operations Division and word of mouth from consultants, architects, this is still not effective because many BUMN Karya customers and retail customers do not understand the quality of PT. Bhirawa Steel, because nowadays there are many non-SNI steel products that have lower prices. Other promotions carried out by PT. Bhirawa Steel, namely by carrying out technical seminars, this method is quite effective but the results obtained are not optimal.

In accordance with the discussion regarding the promotion strategy described above, it can be stated that the various recommendations for promotion strategies are:

a. Advertising

So far, advertising has only been done using email, web pages, social media and print media, which is still not informative enough about the quality of steel products at PT. Bhirawa Steel and the email that is in providing a response is still quite long. So it is suggested that the marketers distribute more brochures of PT iron products. Bhirawa Steel directly by all customers in Surabaya and outside the city, with the aim of providing information about new products and the quality of steel products at PT. Bhirawa Steel.

b. public relations

This promotional activity has been running at PT. Bhirawa Steel and its news are always displayed on PT. Bhirawa Steel, including seminar activities, in addition to advertisements regarding the existence of the company and products of PT. Bhirawa Steel has sprung up a lot, especially in construction project sites, but websites and advertisements have limitations because not all Retail Customers visit the project site and the existence of the PT. Bhirawa Steel, only certain people know about it. So it would be better if in holding the seminar you could invite the media or use the website of PT. Existing Bhirawa Steel. As well as the marketing more aggressively informing the existence of the website to Retail Customers.

4. Venue/Distribution

In terms of location or distribution analysis, no problems were found, this is because the company's location is strategic enough to make it easier for customers to

find out the location of the company, and distribution channels are also implemented by PT. Bhirawa Steel by distributing its products to various regions and abroad. Storage area for steel products at PT. Bhirawa Steel is neat, with an in-out system making it easier when picking up these iron products, because it doesn't take long for customers to pick up their products.

Based on the discussion regarding the place/distribution strategy described above, several recommendations for the place/distribution strategy can be submitted as follows:

- a. It is better if a special place is provided for samples of steel products in the company, making it easier for marketing to introduce and explain these products.
- b. Marketing should place more emphasis on distribution to various steel businesses so as to make it easier for BUMN Karya customers and retail customers to obtain steel products from PT. Bhirawa Steel.

Based on the results of this study, this study supports Pratiwi et al. (2022) which explains that the increasing global demand for herbal products represents a great opportunity for business development. The differences with this research are market determination steps, analyzing consumer behavior, 4P, STP, CVP, B2B Marketing Mix. B2C. Then in Alexandro et al. (2021) which explains that by implementing the 7P aspect, carrying out promotions and analyzing more deeply the SWOT Market determination steps, analyzing consumer behavior, 4P Marketing Mix, CVP, B2B. B2C. then in Kristanto & Wibowo (2022) explains that for the marketing strategy proposed at PTKI is to increase the quality standards of Low-Grade products in the market by market determination steps, analyzing consumer behavior, Marketing Mix 4P, STP, CVP, B2B. B2C

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of interviews, data analysis, secondary data, and relevant theories applied, it can be concluded that the company's marketing activities have thus far been carried out through word-of-mouth promotions through consumers who have the greatest influence in certain communities, placing advertisements on project billboards, and the distribution of calendars, agendas, umbrellas, hats, and other items, as well as publicity on websites, social media, print media, and the distribution of calendars, agendas, umbrellas, hats, and Aside from that, they aggressively distribute news about the company's actions on the company website and in print media. Aside from that, marketing parties frequently hold tenders for projects in Surabaya and other major cities that are carried out by state-owned and private contractors. Simple research should be conducted on a regular basis to understand why BUMN Karya clients and retail buyers acquire steel items.

This research can be used to help develop steel goods. Even if the primary goal is a project, cooperation between BUMN Karya consumers and retail customers must be increased. We can create a positive image of the firm's steel products by expanding cooperation between the company and BUMN Karya clients and retail customers, so that PT. Bhirawa Steel is achievable and seamless. Direct price offers for marketing to BUMN Karya customers and more retail customers are part of the pricing strategy.

Marketing can be used to carry out promotional techniques such as delivering pamphlets on iron products directly to BUMN Karya clients and retail customers so that everyone understands these steel items. Marketing is primarily focused on distribution to other steel businesses, making it easier for retail customers to obtain steel products from PT. Bhirawa Steel. More in-depth research on marketing strategy should be conducted, as well as more interviews over longer periods of time, in order to contribute more to all parts of marketing strategy.

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