
Marketing Strategy of PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency in Efforts to Increase Mail and Parcel Revenue

Idgar Priyo Wiyarto¹, Nenah Sunarsih²

Manajemen, Universitas Terbuka, Indonesia

E-mail: 043053839@ecampus.ut.ac.id

Abstrak

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Penelitian ini bertujuan untuk mengkaji strategi pemasaran PT. Pos Indonesia (Persero) KCP Bancar Kabupaten Tuban dalam upaya meningkatkan pendapatan kiriman surat dan paket. Metode penelitian yang digunakan adalah kualitatif dengan mengumpulkan informasi dari hasil wawancara dengan lima orang informan, observasi untuk memperoleh data yang berupa peristiwa, serta dokumentasi untuk memperoleh data yang bersumber dari dokumen, arsip dan laporan. Hasil penelitian menunjukkan bahwa strategi pemasaran yang digunakan dapat mengoptimalkan dan memposisikan produk layanan serta menetapkan tujuan pemasaran yang jelas dan terukur. PT. Pos Indonesia (Persero) KCP Bancar Kabupaten Tuban menerapkan strategi segmenting, targeting, positioning dan mengembangkan bauran pemasaran yang meliputi produk, harga, lokasi dan promosi.

Selain itu, PT. Pos Indonesia (Persero) KCP Bancar Kabupaten Tuban juga mengoptimalkan faktor pendukungnya, yaitu kualitas pengiriman, tarif ongkos kirim, keberagaman layanan, lokasi strategis dan jangkauan wilayah pengiriman, serta memperhatikan faktor penghambatnya, yaitu persaingan antar perusahaan, persepsi masyarakat dan kurang promosi dalam menarik minat pelanggan.

Kata kunci: jasa ekspedisi pengiriman, strategi pemasaran, peningkatan pendapatan.

Abstract

This research aims to examine the marketing strategy of PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency in an effort to increase income from sending letters and packages. The research method used is qualitative by collecting information from interviews with five informants, observation to obtain data in the form of events, and documentation to obtain data sourced from documents, archives and reports. The research results show that the marketing strategy used can optimize and position service products and set clear and measurable marketing goals. PT. Pos Indonesia (Persero) KCP Bancar Tuban Regency implements segmenting, targeting, positioning strategies and develops a marketing mix which includes product, price, location, promotion. Apart from that, PT. Pos Indonesia (Persero) KCP Bancar Tuban Regency also optimizes its supporting factors, namely delivery quality, postage rates, service diversity, strategic location and delivery area coverage, as well as paying attention to inhibiting factors, namely competition between companies, public perception and lack of promotions to attract customer interest.

Keywords: shipping expedition services, marketing strategy, increasing income.

INTRODUCTION

PT. Pos Indonesia (Persero) is a state-owned enterprise (BUMN) engaged in the business of postal and parcel delivery services, logistics, and financial services. The first post office was established by Governor General GW Baron Van Imhoff in Batavia (now Jakarta) during the Dutch colonial era on August 26, 1746. Initially, PT. Pos Indonesia (Persero) focused solely on postal and parcel delivery services, becoming the first company in Indonesia to develop such a business. On the other hand, the logistics and financial services sectors were still in development, making postal and parcel services the company's top priority (Setyowati, 2022).

Over time, the service industry in Indonesia has grown, driven by changes in the business environment, increasing uncertainty, the rising number of service users, and the emergence of private companies entering the postal and parcel delivery market. This has intensified competition among companies, with key competitors including J&T Express, Si Cepat Express, Anteraja, ID Express, and others. Currently, it can be said that PT. Pos Indonesia (Persero)'s position as a leading postal and parcel service provider has been somewhat displaced by these competitors (Ratnawati, 2020).

The strategies developed by companies have a significant impact on their success or failure in the market. In this context, PT. Pos Indonesia (Persero) KCP Bancar in Tuban Regency must implement effective marketing strategies to survive and compete. These strategies need to be reviewed and adapted to align with the evolving market environment (H. Wibowo et al., 2020). Based on this background, the researcher formulated the following problems:

1. What are the marketing strategies of PT. Pos Indonesia (Persero) KCP Bancar Tuban Regency in increasing postal and parcel delivery revenues?
2. What are the supporting and inhibiting factors for PT. Pos Indonesia (Persero) KCP Bancar Tuban Regency in increasing postal and parcel delivery revenues?

The aim of this research is to examine the appropriate marketing strategies to increase postal and parcel delivery revenues at PT. Pos Indonesia (Persero) KCP Bancar Tuban Regency.

METHODS

This study employs a qualitative research method, often referred to as naturalistic research. This type of research emphasizes processes and methods that are not directly tested or measured using descriptive data. In this research, events experienced, heard, or observed are described verbally or in written form. The research focuses on real-world occurrences and highlights their characteristics (Strauss & Corbin, 2003). The data collection methods used in this research are as follows:

1. Interview Method

Interviews involve an interactive communication process between the researcher and informants or subjects, where information is gathered through a question-and-answer format to gain in-depth insights about the research topic. In this phase, the researcher conducted direct interviews with five informants, including Informant 1 (Branch Manager), Informant 2 (Oranger Antaran), and Informants 3, 4, and 5 (local community members).

2. Observation Method

Observation is conducted to obtain accurate information about an event or occurrence, helping to answer research questions. In this phase, the researcher directly observed events at PT. Pos Indonesia (Persero) KCP Bancar Tuban Regency to gather data from real-life occurrences.

3. Documentation Method

Information can also be obtained from documented facts such as letters, diaries, activity reports, and photo archives. These documents can be used to gather information about past events. The researcher collected data by reading and studying documents, archives, and reports related to marketing strategies.

RESULTS AND DISCUSSION

Postal and Parcel Delivery Revenues at PT. Pos Indonesia (Persero) KCP Bancar Tuban Regency in 2023

Revenue is a crucial aspect for any company, as it ensures the company's continued operations. Revenue can fluctuate over time, with increases in certain periods and decreases in others. Below is a summary of postal and parcel delivery revenues earned by PT. Pos Indonesia (Persero) KCP Bancar Tuban Regency in 2023.

Table 1. List of mail and parcel delivery income in 2023

Month	Number of Transactions	Income
January	698	Rp 12.607.520
February	562	Rp 10.197.840
March	774	Rp 13.488.600
April	657	Rp 12.150.960
May	623	Rp 11.969.200
June	647	Rp 15.466.020
July	617	Rp 12.486.200
August	632	Rp 14.695.100
September	593	Rp 13.462.700
October	612	Rp 14.182.500
November	653	Rp 13.968.300
December	580	Rp 10.403.300
Total	7.648	Rp 155.078.240

Source: Self-processed data

Postal and parcel services represent the primary source of revenue for PT Pos Indonesia (Persero) KCP Bancar, Tuban Regency. This includes revenue from services such as Pos Ekonomi, Pos Reguler, Pos Express, Pos Kargo, and Pos Instan. In 2023, the target for postal and parcel revenue was set at Rp 250,000,000. However, the actual revenue generated amounted to Rp 155,078,240, achieving only 62.03% of the set target.

Marketing Strategy of PT Pos Indonesia (Persero) KCP Bancar, Tuban Regency

Marketing strategy plays a crucial role in the company's success in achieving its marketing objectives. In this context, PT Pos Indonesia (Persero) KCP Bancar, Tuban Regency, implements four key components in its marketing strategy, consisting of segmenting, targeting, positioning, and marketing mix, as outlined below:

1. Market Segmentation

Segmentation refers to the process of grouping or dividing the market into distinct buyer groups based on varying characteristics, behaviors, and needs (Al Akhmad, 2023). In an interview with Informant 1, the Branch Manager, he stated: "To optimize our marketing efforts, we focus on several target markets, such as business owners, online stores, offices, schools, and printing services." (Tuesday, 07/05/2024, 14:30 at Bancar Post Office, Tuban Regency). He also mentioned: "We also target delivery areas that are difficult for other courier services to reach. This is where we have an advantage, as we know that there is a post office in every region of Indonesia." (Tuesday, 07/05/2024, 14:40 WIB at Bancar Post Office, Tuban Regency). According to the researcher's analysis, the market segmentation applied is effective. It adopts a specific marketing strategy by targeting markets based on demographic segmentation, prioritizing business owners and offices, as well as geographic segmentation, focusing on deliveries to hard-to-reach areas, which PT Pos Indonesia (Persero) KCP Bancar, Tuban Regency, can serve due to its extensive network of branches across Indonesia.

2. Target Market

Targeting is the process of selecting products or services through an evaluation process to choose one or more market segments aimed at achieving success (Wahyuni, 2019). In an interview with Informant 1, the Branch Manager, he explained that the target market includes business owners, online stores, offices, schools, and printing services, with the goal of clarifying the type of businesses to attract as customers. The researcher analyzed that while the target market selection is appropriate, PT Pos Indonesia (Persero) KCP Bancar, Tuban Regency, must also work to win the loyalty of these potential customers by providing priority services that foster customer loyalty.

3. Positioning

Positioning refers to the strategy a company uses to craft a product image to achieve a favorable position in the minds of consumers (Rismawati et al., 2019). According to information from Informant 2, a delivery courier (Oranger Antaran), he said: "We strive to win over the public, as many still perceive Pos Indonesia as outdated. However, if we look closely, our shipping rates are more affordable compared to others, especially with guaranteed safety and reliability." (Wednesday, 08/05/2024, 09:15 WIB at Bancar Post Office, Tuban Regency). The positioning strategy employed to attract customers focuses on creating the impression that their courier services offer lower shipping costs compared to competitors. However, many people still view postal services as outdated. In this situation, PT Pos Indonesia (Persero) KCP Bancar, Tuban Regency, must engage in public education and promotion to increase interest in their services.

4. Marketing Mix

The marketing mix, commonly referred to as the 4Ps, consists of a set of tactical marketing tools used by a company to achieve the desired response from the

target market (Mohamad & Rahim, 2021). The researcher classified the marketing mix into four components: product, price, place, and promotion.

a. Product Strategy

A product is a good or service designed and offered for marketing purposes (R. A. Wibowo, 2019). PT Pos Indonesia (Persero) KCP Bancar, Tuban Regency, offers a variety of postal services, including Pos Reguler with a delivery estimate of two to four days, Pos Express with a one-day delivery estimate (within the same province), Pos Instan for same-day delivery (within nine hours within the same regency), Pos Ekonomi with a delivery estimate of four to six days, and Pos Kargo with a delivery estimate of five to seven days. According to Informant 3, a member of the public, this range of services allows for flexibility in choosing the delivery service that best suits their needs. PT Pos Indonesia (Persero) KCP Bancar, Tuban Regency, has successfully implemented a product strategy by offering a variety of postal and parcel delivery services that meet market demands.

b. Price Strategy

A pricing strategy aims to minimize expenses while maximizing revenue to generate profit for the company (Ramadhan et al., 2022). According to Informant 3, a member of the public, they expressed satisfaction with the shipping rates offered by PT Pos Indonesia (Persero) KCP Bancar, Tuban Regency, stating that the rates are relatively cheaper compared to other courier companies. Based on this statement, PT Pos Indonesia (Persero) KCP Bancar, Tuban Regency, applies a pricing strategy by offering relatively lower shipping rates compared to competitors. This is supported by data comparing shipping rates as follows:

Table 2. Shipping rate comparison list

Destination City	Pos Indonesia	J&T Express	Si Cepat Express	Anteraja	ID express
Surabaya	Rp8.000	Rp9.000	Rp8.000	Rp9.500	Rp11.500
Malang	Rp8.000	Rp11.000	Rp9.000	Rp10.600	Rp10.500
Semarang	Rp16.000	Rp16.000	Rp20.000	Rp23.600	Rp16.500
Jakarta	Rp14.000	Rp18.000	Rp16.500	Rp21.200	Rp17.500
Bandung	Rp17.000	Rp23.000	Rp24.500	Rp28.300	Rp23.000
Tangerang	Rp14.000	Rp21.000	Rp18.000	Rp21.200	Rp21.000

Source: List of Shipping Costs for Shipping Expedition Services, 2023

c. Location Strategy

Location refers to the place where a company operates its business, which can influence customers' decisions by considering physical factors such as strategic positioning, convenience, and environment (Chasanah, 2019). Information gathered

from Informant 4, representing the community, indicated that: "I prefer sending packages at the Post Office because its location is easily accessible, right in the center of the sub-district" (Wednesday, 08/05/2024, 09:45 AM at the Bancar Post Office, Tuban Regency). Moreover, Informant 5, also representing the community, stated: "I like sending packages using the Post Office. First, because it's close to my home, and second, the Post Office also offers a pick-up service, so if I'm busy, I just contact them, and the courier comes to my house" (Wednesday, 07/05/2024, 10:05 AM at the Bancar Post Office, Tuban Regency). Additionally, the researcher's observations revealed that the location chosen by PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency, located at Jl Raya Tuban-Semarang Km 40, Ds. Bulujowo, Kec. Bancar, Tuban, East Java, is quite strategic as it is situated by the main road and is accessible by public transportation.

d. Promotion Strategy

Promotion is an activity conducted by companies to introduce their products or services with the goal of influencing the public to purchase or use those products or services (Syahputra, 2019). The promotion strategy employed to increase the revenue from mail and parcel deliveries is aimed at offering the best quality of service, emphasizing relatively lower shipping rates compared to competitors. According to the researcher's analysis, the implementation of the promotion strategy is adequate. However, in executing its marketing strategy, PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency, lacks sufficient advertising through newspapers, magazines, and social media, and insufficient promotions like offering shipping discounts, which makes it less attractive to customers.

Based on the aforementioned analysis, the overall marketing strategy implemented by PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency, is generally good, with products tailored to market needs and demands. However, PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency, should focus more on promotional efforts to attract customer interest. Furthermore, the company must provide proper education or information to foster a positive image in the public eye and encourage greater use of PT. Pos Indonesia (Persero)'s delivery services.

Supporting and Inhibiting Factors in Marketing Strategy

It is undeniable that companies often encounter challenges in executing their marketing strategies. There are always factors that can influence these strategies, which can either support or hinder the process. The same applies to PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency. Thus, marketing strategy planning must analyze the factors that may impact the marketing strategy.

1. Supporting Factors

According to the analysis, PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency, has strong advantages, such as always striving to provide the best quality service with a guarantee of security and punctuality. The variety of delivery services offered is tailored to customers' needs, with shipping rates that are relatively lower than competitors. From a location perspective, PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency, is quite strategically located on the main road and accessible by public transportation. Furthermore, PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency, has the advantage of having an extensive delivery network throughout Indonesia, ensuring that customer needs and demands are met without geographical limitations.

2. Inhibiting Factors

The analysis also revealed weaknesses in PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency, particularly in terms of promotion. The company's marketing strategy is less effective in attracting customers due to insufficient advertising through newspapers, magazines, and social media, and a lack of shipping discount promotions. The increasing competition from numerous courier and delivery service companies further intensifies the competitive environment, hindering the company's marketing efforts. Moreover, public perception that PT. Pos Indonesia (Persero) is outdated also acts as a barrier, reducing interest in its mail and parcel services. To address these challenges, the company must adapt to market demands and technological advancements to remain competitive and thrive.

CONCLUSION

The marketing strategy of PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency, involves the implementation of segmenting, targeting, and positioning strategies. Additionally, to attract and retain customer loyalty, the company has developed a marketing mix that includes product, price, location, and promotion strategies. The study's results indicate that the marketing strategy employed has helped the company position its services and set clearer, more measurable marketing objectives. However, on the other hand, the revenue from mail and parcel services at PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency, has not yet met the targeted goals. The company had set an annual revenue target of IDR 250,000,000, but in 2023, the realized revenue was IDR 155,078,240, or about 62.03% of the target. PT. Pos Indonesia (Persero) KCP Bancar, Tuban Regency, should continue to prepare for future business activities and conduct evaluations after each project. The company also needs to be proactive in anticipating market changes and developments, as this will lead to positive outcomes and help the company become more adaptive and responsive in addressing issues and offering solutions within its capacity.

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