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Business Design And Implementation In PT Karya Bumi Pachingka (Industrial Solar Distribution Business)

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Abstract

This study aims to design business development strategies for PT. Karya Bumi Pachingka, a distributor of industrial solar fuel in West Kalimantan. Utilizing SWOT analysis based internal and external analyses, this research identifies key challenges such as delivery delays due to inadequate infrastructure and suboptimal marketing strategies. On the other hand, significant opportunities are found in the increasing demand for industrial fuel and government policies promoting the use of sustainable energy, such as B30. This study provides recommendations for short-term and long-term strategies to enhance operational efficiency, expand market share, and develop sustainable products. These strategies include optimizing logistics processes to improve delivery efficiency, diversifying products to create added value, and expanding operational areas supported by strategic partnerships. By implementing these strategies, PT. Karya Bumi Pachingka is expected to overcome operational challenges, increase competitiveness, and become a leading player in the increasingly competitive industrial fuel market.

***Keywords**: Industrial Solar Fuel; Business Strategy; Operational Efficiency; Product Diversification; Sustainability.*

INTRODUCTION

Indonesia is the largest archipelagic country in the world with a total sea area of 3,257,357 km2 and a land area of 1,919,443 km2, and has more than 17,000 islands spread between two continents and two oceans.(Saksono, 2013). Kalimantan as the second largest island in Indonesia

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has quite a large potential in producing oil palm plants, especially in West Kalimantan Province. Oil palm can be used to produce various types of biofuels, including biodiesel, bio oil, biopellets, biogas, biobriquettes, methane gas, and biomass power plants.(Radhiana et al., 2023). This makes West Kalimantan province have great potential for biodiesel production derived from palm oil.

In addition to oil palm plantations, West Kalimantan has many superior commodities, both from the agricultural, mining and fisheries sectors. The plantation, agricultural, mining and fisheries industries in their operations require supplies related to heavy equipment used for clearing plantation land or for construction companies can be used for digging land. To operate heavy equipment such as excavators, bulldozers, haul trucks and other machines, it requires a reliable, quality and consistent fuel supply to carry out its functions.

PT. Karya Bumi Pachingka (KBP) Business is a business engaged in the distribution of industrial diesel fuel in West Kalimantan Province, especially those related to heavy equipment. This company was founded in early 2024 by utilizing the opportunities created by companies in West Kalimantan that require a very high supply of diesel fuel in meeting fuel supply needs so that it can increase regional economic growth.

The main challenge faced by PT. Karya Bumi Pachingka in the implementation phase in the implementation phase lies in the production aspect, especially in the process of delivering products to consumers. Difficult access to shipping locations and natural conditions that are often not supportive and marketing strategies that are not yet optimal in reaching a wider market are the main challenges in this business.

Along with the increasing demand for industrial diesel fuel for heavy equipment operations used in various construction, mining, and other industrial projects, PT. Karya Bumi Pachingka as a reliable and efficient industrial diesel provider is needed to support the smooth operation of large projects in Indonesia, especially in West Kalimantan Province. However, to take advantage of this opportunity, businesses need to overcome the internal and external obstacles they face.

The industrial solar provider business has its own complexities, especially in operational efficiency and external factors in the form of unstable landscape conditions. Therefore, strategic steps are needed to answer these challenges, while maximizing existing market opportunities. With increasing public attention and government regulations on environmental issues such as reducing carbon emissions and using cleaner energy, PT. Karya Bumi Pachingka needs to adjust its business strategy to ensure long-term sustainability.

This study aims to formulate short-term and long-term development strategies for PT. Karya Bumi Pachingka in order to improve overall business performance and especially in the

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delivery of goods, as well as expand market share. By using a strategic analysis framework, this study will provide practical recommendations that can be applied in the context of the industrial diesel fuel distribution business. The results of this study are expected to be a guide for the development of the industrial diesel fuel distribution business of PT. Karya Bumi Pachingka, provide insight for other entrepreneurs operating in similar fields, and are expected to contribute to the decision-making process. Decisions for novice business people who want to get into the fuel business.

Production Aspects

In the operational process of PT Karya Bumi Pachingka there are several stages which will be described as follows.

1. Production Plan

PT Karya Bumi Pachingka is actually an industrial solar distributor, so for industrial solar products or raw materials to be sold are taken directly from suppliers. So before producing and shipping, PT Karya Bumi Pachingka sends a company profile to prospective consumers, namely companies engaged in plantations, construction, and manufacturing. If the target company is interested, they make an order or request to PT Karya Bumi Pachingka along with price adjustments that must be considered.

2. The supply of goods

After conducting consumer demand research, PT Karya Bumi Pachingka will resubmit an adjusted price offer from the supplier to the client.

3. Employment Agreement or Contract Letter

After the offer is approved, PT Karya Bumi Pachingka will make a work contract with the client company which includes the amount of request, price, and things that must be adhered to by both parties. This is done to avoid unexpected things and maintain client comfort.

4. Production and Shipping

After the administrative process is complete, PT. Karya Bumi Pachingka will make a purchase from the supplier, the diesel that has been sent by the supplier will be stored in a storage tank with a capacity of 32,000 liters. Furthermore, the company will send the product to the buyer according to the initial agreement and the customer will make the payment.

In addition to sending products to consumers viaPT. Karya Bumi Pachingka, the company also provides direct shipping options from suppliers. So when the administrative process is complete, the company will contact the supplier to purchase products according to the buyer's

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order and will be sent directly to the customer. After the goods arrive, the customer makes payment to the company.

5. Evaluation

The company will evaluate the first shipment to maintain and improve the quality of fuel delivered to customers and maintain client loyalty in the future. During 5 months of operation, PT Karya Bumi Pachingka recorded total sales reaching 208,000 liters of fuel with the following details:

Table 1 Industrial Solar Fuel Sales during April to August

Month	Sale
April	56,000 lt
May	40,000 lt
June	40,000 lt
July	48,000 lt
August	24,000 lt
Total Sales	**208,000 lt**

It is known that the sales of PT Karya Bumi Pachingka experienced fluctuations, the highest sales were in the first month of operation, namely April with total sales of 56,000 liters. In addition to the problem of fluctuating sales during 5 months of operation, there is a major challenge faced, namely the difficulty of accessing consumer delivery locations. Difficult weather and terrain factors are the main causes of the challenges faced, where delivery trucks cannot move in the middle of muddy roads due to the rain that hit. As a result, there is a delay in delivery and the company needs to spend additional costs to pay the surrounding community to help complete the delivery process.

Marketing Aspects

During 5 months of operation, PT Karya Bumi Pachingka found an efficient marketing strategy, namely direct marketing by word of mouth (WOM) and Door to Door. In the beginning, PT Karya Bumi Pachingka disseminated information about the company and products sold to contractors in the field to get consumer channels from partners who work with contractors. In addition, PT Karya Bumi Pachingka conducted marketing by door to door, namely visiting one company to another that met the target market criteria in West Kalimantan to make offers for industrial diesel fuel products. The WOM and door to door strategies are considered very effective

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for PT Karya Bumi Pachingka considering that this company is still new so that relations from company officials are very influential in increasing sales.

The WOM strategy is considered suitable for new businesses because consumers tend to trust recommendations from people close to them more than advertisements. In addition, WOM can also reach more consumers widely, because satisfied consumers will share their experiences with others. By using these two marketing strategies, PT. Karya Bumi Pachingka has succeeded in producing 2 clients with long-term cooperation agreements in the next few months. The 2 clients are CV Berkah Jaya and CV Infinity Agro Perkasa.

The company also does digital marketing by using social media platforms Instagram, Facebook, and WhatsApp by posting information about the company's existence. With digital marketing, it will increase the company's brand awareness and reach a wider audience.

Human Resources Aspects

The owner of PT. Karya Bumi Pachingka consists of 3 people who are all members of the managerial team: Commissioner, President Director and Director based on the share ownership structure. In addition to the managerial team, there are 2 staff working, namely admin staff and sales and marketing staff.

Before starting a business, the management team has discussed operational efficiency, marketing, finance, and even HR. The results of the discussion on HR are that employees and directors hold regular weekly meetings to report on business developments over the past week, conduct evaluations, design goals and activities for the next week, and convey criticism and suggestions from consumers. With this weekly meeting, communication and collaboration can be maintained well.

The survey results to PT. Karya Bumi Pachingka clients show that they are satisfied with the service and quality of fuel supplied by PT. Karya Bumi Pachingka. Consumer satisfaction is very important for the company. When consumers are satisfied with the products and services provided, it will foster loyalty so that consumers will continue to buy industrial diesel fuel from PT Karya Bumi Pachingka.

Financial Aspects

During 5 months of operation, PT Karya Bumi Pachingka recorded total sales reaching 208,000 liters of fuel and total revenue of Rp2,936,935,680, with the following details:

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Table 2 Sales Report April 2024

NO	BUYER	INVOICE DATE	LOCATION	TOTAL	HPP	SELLING PRICE	MARGINS	% MARGIN
1	CV.	03/04/2024	PT. RKA	8000 LT	Rp105,760,000	Rp113,592,960	Rp7,832,960	6.9
2	CV.	04/18/2024	PT CUS	8000 LT	Rp104,240,000	Rp106,444,560	Rp2,204,560	2.1
3	CV.	04/22/2024	PT. RKA	8000 LT	Rp105,760,000	Rp113,592,960	Rp7,832,960	6.9
4	CV.	04/24/2024	PT GUM	8000 LT	Rp106,400,000	Rp114,392,160	Rp7,992,160	7.0
5	CV.	04/23/2024	PT GUM	8000 LT	Rp106,560,000	Rp113,592,960	Rp7,032,960	6.2
6	CV.	04/30/2024	PT GUM	8000 LT	Rp106,400,000	Rp114,392,160	Rp7,992,160	7.0
7	CV.	02/05/2024	PT CUS	8000 LT	Rp104,240,000	Rp107,332,560	Rp3,092,560	2.9
TOTAL APRIL 8000 LT X 7 = 56,000 LT					**Rp. 739,360,000**	**Rp783,340,320**	**Rp43,980,320**	**5.6**

Table 3 Sales Report May 2024

NO	BUYER	INVOICE DATE	LOCATION	TOTAL	HPP	SELLING PRICE	MARGINS	% MARGIN
1	CV.	05/15/2024	PT CUS	8000 LT	Rp92,240,000	Rp109,330,560.00	Rp17,090,560	15.6
2	CV.	05/17/2025	PT GUM	8000 LT	Rp94,560,000	Rp114,800,640.00	Rp20,240,640	17.6
3	CV.	05/19/2024	PT. RKA	8000 LT	Rp93,920,000	Rp111,594,960.00	Rp17,674,960	15.8
4	CV Infinity Agro Perkasa	05/29/2024	PT CUS	8000 LT	Rp92,160,000	Rp106,932,960.00	Rp14,772,960	13.8
5	CV Infinity Agro Perkasa	05/30/2024	PT GUM	8000 LT	Rp94,480,000	Rp114,800,640.00	Rp20,320,640	17.7
TOTAL FOR MAY 8000 LT X 5 = 40,000 LT					**Rp467,360,000**	**Rp557,459,760**	**Rp90,099,760**	**16.2**

Table 4 June Sales Report

NO	BUYER	INVOICE DATE	LOCATION	TOTAL	HPP	SELLING PRICE	MARGINS	% MARGIN
1	CV.	03/06/2024	PT CUS	8000 LT	Rp96,560,000	Rp106,932,960	Rp10,372,960	9.7
2	CV.	10/06/2024	PT GUM	8000 LT	Rp98,880,000	Rp114,800,640	Rp15,920,640	13.9
3	CV.	12/06/2024	PT. RKA	8000 LT	Rp98,080,000	Rp111,594,960	Rp13,514,960	12.1
4	CV Infinity Agro Perkasa	06/18/2024	PT GUM	8000 LT	Rp98,880,000	Rp114,800,640	Rp15,920,640	13.9
5	CV Infinity	06/25/2024	PT	8000 LT	Rp98,960,000	Rp114,800,640	Rp15,840,640	13.8

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	Agro Perkasa		GUM					
TOTAL JUNE 8000 LT X 5 = 40,000 LT					**Rp491,360,000**	**Rp562,929,840**	**Rp71,569,840**	**12.7**

Table 5 July Sales Report

NO	BUYER	INVOICE DATE	LOCATION	TOTAL	HPP	SELLING PRICE	MARGINS	% MARGIN
1	CV.	01/07/2024	PT GUM	8000 LT	Rp101,080,000	Rp114,800,640	Rp13,720,640	12.0
2	CV.	07/08/2024	PT GUM	8000 LT	Rp101,120,000	Rp114,800,640	Rp13,680,640	11.9
3	CV.	12/07/2024	PT. RKA	8000 LT	Rp100,560,000	Rp114,800,640	Rp14,240,640	12.4
4	CV.	07/16/2024	PT GUM	8000 LT	Rp101,120,000	Rp114,800,640	Rp13,680,640	11.9
5	CV Infinity Agro Perkasa	07/21/2024	PT GUM	8000 LT	Rp101,120,000	Rp114,800,640	Rp13,680,640	11.9
6	CV Infinity Agro Perkasa	07/25/2024	PT GUM	8000 LT	Rp100,960,000	Rp114,800,640	Rp13,840,640	12.1
TOTAL APRIL 8000 LT X 6 = 48,000 LT					**Rp. 505,000,000**	**Rp574,003,200**	**Rp69,003,200**	**12.0**

Table 6 August Sales Report

NO	BUYER	INVOICE DATE	LOCATION	TOTAL	HPP	SELLING PRICE	MARGINS	% MARGIN
1	CV.	01/08/2024	PT GUM	8000 LT	Rp101,040,000	Rp114,800,640	Rp13,720,640	12.0
2	CV.	06/08/2024	PT GUM	8000 LT	Rp101,040,000	Rp114,800,640	Rp13,680,640	11.9
3	CV.	08/13/2024	PT GUM	8000 LT	Rp101,120,000	Rp114,800,640	Rp14,240,640	12.4
TOTAL APRIL MONTH 8000 LT X 3 = 24,000 LT					**Rp202,080,000**	**Rp229,601,280**	**Rp27,401,280**	**11.9**

Based on the tables above, it can be seen that PT Karya Bumi Pachingka's sales fluctuated, the highest sales were in the first month of operations, namely April, with total sales reaching 56,000 liters and revenues obtained of Rp783,340,320. While in the following month, sales decreased by 16,000 liters because CV Berkah Jaya's clients reduced fuel orders. However, even though in May the company experienced a decrease in sales, the margin obtained in May actually showed a significant increase of Rp90,099,760 or equivalent to 16.2%, which showed an increase in margin of 10.5% from the previous month.

Unfortunately, in July-August, the profits obtained continued to decline. Although in July total sales increased by 8,000 liters compared to June, the fluctuating and increasing prices of raw materials made the profits obtained increasingly thin. So in July, although there was an increase

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in sales, the margin obtained decreased by 0.7% compared to June.

Implementation Reflection

1. Lessons Learned

Some lessons learned are that supply reliability is key. Industrial customers rely heavily on timely and consistent delivery, as any delays in delivery can impact the entire business process. Therefore, it is essential to maintain quality and fast delivery services. The use of reliable logistics, efficient stock management, and a solid supplier network are essential.

PT. Karya Bumi Pachingka strives to commit to delivering products quickly, so the company invests in reliable vehicles, namely 8,000-liter tanker trucks and 32,000-liter storage tanks for industrial diesel fuel stocks so that if there is a shipment needed immediately, the company can immediately send it to the customer as soon as possible. In addition, PT. Karya Bumi Pachingka also provides direct delivery services from suppliers, this helps the company minimize the problem of late delivery, as well as reducing shipping costs.

Second, building good customer relationships is an important element in business success. Customers are more likely to choose distributors who provide personal solutions, flexibility, and reliable service. By providing services such as needs consultation or fast handling of complaints, customer loyalty can be increased. Third, managing price risk is a challenge in itself considering the fluctuating fuel prices due to global influences such as crude oil prices and currency exchange rates. Companies need to implement flexible pricing mechanisms, long-term contracts, or hedging to manage this risk.

A competent team is also a major asset in this business. Proper recruitment and training of employees and a result-oriented work culture can increase productivity. In addition, strict financial management is required to maintain a healthy cash flow, especially considering the timing of customer payments and large purchases from suppliers. By implementing these lessons, companies can improve operational efficiency, build customer trust, and ensure sustainable growth.

2. Challenges Faced

Production Challenges

The main challenge or problem during the implementation of PT. Karya Bumi Pachingka's business is the constraint of inadequate infrastructure or road access, resulting in delays in delivery. This problem emphasizes the importance of improving logistics efficiency through

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optimization of delivery routes and flexible delivery scheduling to avoid delivery during bad weather, thereby minimizing delivery delays. Without significant efforts to overcome these constraints, PT. Karya Bumi Pachingka will find it difficult to maintain customer trust and competitiveness in the long-term market.

Marketing Challenges

The WOM and door to door strategies carried out for 5 months of operation have succeeded in producing 2 clients with long-term cooperation agreements in the next few months. In addition, there are problems faced related to the marketing aspect, namely the lack of developing marketing strategies that have the potential to grow brand awareness and expand market share. This experience emphasizes the importance of formulating a more proactive and organized marketing strategy to support business growth and face market challenges effectively.

Financial Challenges

From a financial perspective, the challenges faced by PT. Karya Bumi Pachingka during business implementation are the instability (fluctuation) of raw material prices. Although the price difference is only around IDR 500 to IDR 2,000, after being accumulated it can reduce profits by tens of millions. In May 2024, the price of raw materials decreased from the previous month by IDR 1,480/liter, which in May the price of raw materials was IDR 11,240. However, in June there was an increase in the price of raw materials of IDR 540/liter, although it was only seen to have increased slightly, the company experienced a decrease in margin of 3.4% which reached IDR 18,529,920. As a result of this fluctuation in raw material prices, the company is required to increase prices or if the company and consumers already have a long-term contract agreement, the company will experience a decrease in margin.

Although there are some problems that occur, overall the implementation process of PT. Karya Bumi Pachingka has shown significant potential. To achieve long-term sustainability, the company needs to develop a more comprehensive strategy so that monthly profits are stable and are expected to continue to increase. Experience in implementing this business can provide valuable insights for the company, especially the author as a business actor, to understand that operational efficiency and the implementation of effective marketing strategies are the keys to surviving and competing in a competitive market.

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METHOD

The approach used in this final project is strategic analysis, which is a method used to evaluate the position of a business in the industry and identify the right strategy to develop the business and achieve long-term goals. This approach helps PT. Karya Bumi Pachingka formulate appropriate business development strategies to take advantage of market opportunities, overcome competitive threats, optimize internal resources, and achieve competitive advantage. There are several tools commonly used in this approach such as SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats), PESTEL Analysis (Politic, Economic, Social, Technology, Environmental, Legal), Porter's Five Forces, and Value Chain Analysis.

To support this analysis, data were collected using mixed methods, which is a combination of quantitative and qualitative data. A customer survey was conducted to determine market perceptions of industrial diesel fuel products offered by PT. Karya Bumi Pachingka. In-depth interviews with raw material suppliers and distribution partners to understand the challenges in fuel procurement and how this affects supply stability. Operational observations were conducted at distribution and shipping facilities to identify internal issues related to shipping efficiency and distribution capacity.

Annual energy industry reports published by government and international institutions related to fuel distribution and renewable energy (National Energy Council Performance Report, 2023) Literature study related to the development of energy regulations, as well as global market trends for environmentally friendly energy products and energy subsidy policies. Company financial data for the past few years, including sales reports, operating costs, and profit margins.

The analysis technique used in the strategic analysis approach in this final assignment is SWOT Analysis. The strategic analysis approach was chosen because this approach provides a comprehensive picture of the strengths, weaknesses, opportunities, and threats faced by the company, allowing for a better understanding of internal and external positions.

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ENVIRONMENTAL ANALYSIS



Figure 1 SWOT Analysis Diagram

Internal Environmental Analysis

1. Strengths

Eco-Friendly Products

Industrial diesel fuel HSD B30 is a mixture of 70% pure diesel with 30% biodiesel which produces lower greenhouse gas (GHG) emissions compared to pure diesel, so it can be said that industrial diesel is able to reduce carbon emissions. In addition, B30 combustion is relatively cleaner and produces fewer carbon particles, so it can reduce air pollution.

Able to meet market demand quickly due to product stock.

PT. Karya Bumi Pachingka offers 2 delivery services to customers, namely delivery from the supplier's warehouse and direct delivery from PT. Karya Bumi Pachingka. These 2 services are adjusted from the delivery area. Every month, the company buys 32,000 liters of industrial diesel from the supplier for stock, the supplier also has a large stock of industrial diesel. Direct delivery services from suppliers mean that the company does not need to store too much stock, thus minimizing bad stock or unsold stock. By having sufficient diesel reserves, the company can provide responsive services to sudden needs.

Experienced Management Team

The owner of PT. Karya Bumi Pachingka consists of three people who are all members of the management team. Having a team experienced in fuel distribution and logistics management provides an advantage in handling operational complexity.

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2. Weaknesses

High Operating Costs

The access road that will be passed during the product delivery process to customers is quite difficult so that the expenditure for transportation, vehicle maintenance, and additional costs to overcome difficult terrain are quite large. Industrial diesel fuel requires fuel system maintenance because the biodiesel content can attract more water, so fuel tank maintenance must be more routine to prevent corrosion. In addition, biodiesel is also more easily oxidized, so it requires good storage.

Dependence on Suppliers

PT. Karya Bumi Pachingka relies on suppliers because the company as a distributor does not produce its own industrial diesel fuel. As an intermediary between producers and end consumers, the company relies entirely on suppliers to provide fuel that meets the specifications and quantities needed. Therefore, the sustainability of the distributor's business is greatly influenced by the relationship with suppliers, including the reliability of supply, the timeliness of delivery, and the stability of prices offered by suppliers.

High Cost of Capital

The industrial solar distribution business requires a huge amount of capital due to several important factors. First, it requires storage infrastructure such as large tanks that meet safety and environmental standards, complete with fire extinguishing systems, leak sensors, and automatic measuring devices. Second, the procurement of a special tanker truck fleet is also expensive because it must meet safety and efficiency specifications, including technologies such as special ventilation.

In addition, the business is heavily regulated, requiring companies to spend large amounts on audits, permits, and certifications to meet government standards. Fluctuations in fuel prices add to the burden of working capital, as distributors must purchase large quantities in advance to maintain stock and anticipate changes in market prices.

External Environment Analysis

1. Opportunities

High Demand

West Kalimantan has many companies in the industrial, mining, plantation and

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construction sectors. These companies rely on diesel to run their machines, heavy vehicles and electric generators. Industrial diesel / HSD B30 has the following specifications:which is able to increase engine efficiency and reduce environmental impact because it can reduce carbon emissions. The reliability and efficiency of industrial diesel as an energy source makes this fuel in great demand.

Fluctuations in demand are also often influenced by sudden needs for large-scale projects or emergencies, such as energy supply for disaster-stricken areas. With its vital role in maintaining the continuity of industrial operations, industrial solar demand tends to be stable or even increase along with economic growth and industrial sector activity.

Abundant Fuel Availability

West Kalimantan is a province known as one of the largest palm oil producers in the world, so it has an abundant supply of biodiesel (fuel based on vegetable oils such as palm oil). This ensures the consistent availability of B30 fuel.

Government Regulation

Government Regulation Number 33 of 2023 concerning Energy Conservation which regulates the use of energy efficiently, rationally, and wisely. B30 is part of the Indonesian government's initiative to increase the use of renewable energy and reduce fuel imports. This regulation has led many companies to use industrial diesel fuel / HSD B30, thus increasing the opportunity for the sustainability of this business.

2. Threats

Logistics Constraints

One of the main threats in the industrial solar distribution business is logistical constraints, especially related to poor road infrastructure conditions. In many remote areas of West Kalimantan or developing industrial areas, damaged or poorly maintained roads can hinder the smooth delivery of solar to customers. This can cause delays in delivery, damage to transport vehicles, and increase operational costs due to the need for repairs or modifications to vehicles to accommodate difficult terrain. These logistical constraints can also worsen delivery times when demand is urgent, which can harm the company's reputation and reduce customer satisfaction.

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Weather Dependence

Severe weather, such as heavy rain, flooding, or storms, can disrupt distribution channels and prevent fuel deliveries to customers. For example, in areas that experience frequent flooding, access roads to customer locations can be cut off, causing delays or even failure to meet demand. Additionally, extreme weather can increase the risk of damage to transportation vehicles and increase operating costs, as companies must anticipate and mitigate the impact of weather on shipping and distribution.

Fluctuations in Raw Material Prices

Fluctuation in raw material prices is a major threat faced by the industrial diesel distribution business. The ever-changing price of crude oil in the global market can affect the cost of procuring diesel, which in turn can directly affect the selling price to customers. The uncertainty of raw material prices often forces distributors to adjust prices periodically, which can make customers dissatisfied or switch to competitors. In addition, fluctuations in raw material prices can also affect distributors' profit margins, especially if fuel prices increase sharply while contracts with customers do not allow for price increases in a short period of time.

Relationship between Internal and External Analysis

After conducting a SWOT analysis on PT. Karya Bumi Pachingka's business as an industrial solar distributor, it can be concluded that PT. Karya Bumi Pachingka's business opportunities are very large if it can utilize its internal strengths and overcome external weaknesses and threats. By managing existing risks, PT. Karya Bumi Pachingka has the potential to become a market leader in the environmentally friendly fuel segment.

Table 7 SWOT Matrix

SWOT Matrix	**Strengths (S)** • Able to meet market demand quickly because there is stock. • Environmentally friendly products. • Experienced management team.	**Weakness (W)** • High operating costs. • Dependence on suppliers. • High cost of capital.

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Opportunities (O) 1. High demand. 2. Government regulations. 3. Abundant availability of raw materials.	**SO Strategy:** • Increase production capacity to respond to high market demand. • Strengthen market position by improving customer service such as faster delivery or ordering flexibility. • Increasing market competitiveness by utilizing standards and incentives from government regulations through the use of environmentally friendly products. • Developing new products based on abundantly available raw materials to add value and expand the market.	**WO Strategy:** • Leveraging abundant raw materials to build strategic partnerships with local suppliers, reducing dependency risks and lowering operational costs. • Using government support opportunities for technology investment that can reduce production costs and increase efficiency. • Overcoming the challenge of high capital costs by leveraging environmental regulatory incentives to obtain investment funds or grants from sustainability programs.
Threats (T) 1. Logistical constraints. 2. Dependence on weather. 3. Fluctuations in raw material prices	**ST Strategy:** • Develop long-term strategies such as fixed contracts with suppliers to reduce the impact of raw material price fluctuations. • With the ability to maintain adequate stock, companies can maintain supply stability when	**WT Strategy:** • Creating efficient logistics planning, such as a decentralized warehousing system, to overcome distribution constraints. • Reducing cost pressures by creating value-added products from existing raw materials, thereby increasing profitability.

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	facing logistical disruptions. • Develop flexible distribution and production management systems to be more resilient to weather and raw material price fluctuations. • Collaborate with local logistics partners to speed up the distribution process and maintain customer trust.	• Reducing the risk of external threats by entering new markets or developing more stable alternative business lines. • Reduce operational costs by optimizing the supply chain and increasing the efficiency of production and distribution processes. • Seek funding from business partners, government grants, or sustainability programs to reduce high capital burdens and increase financial resilience for price stability.

FORMULATION OF BUSINESS DEVELOPMENT STRATEGY

Identification of Development Strategy

The results of the SWOT analysis indicate that there are significant opportunities that can be achieved by PT. Karya Bumi Pachingka if the company is able to optimize its internal strengths and overcome challenges from the external environment. Based on these findings, the development strategy is designed in two time frames, namely short-term strategy (6-12 months) and long-term strategy (1-5 years). The main focus of this strategy includes efficiency of production aspects, especially in the delivery process and expanding market penetration.

1. Short Term Strategy (6-12 months)

Production Aspect Efficiency

Based on Supply Chain Management Theory which is used to achieve a company's competitive advantage, maximize value, increase efficiency, company operational activities, and

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meet customer needs effectively.

In order to ensure the smooth flow of goods and services, companies need to pay attention to external factors that can affect the performance of the supply chain, such as the condition of the existing transportation infrastructure and distribution system. The quality of infrastructure is very important because it will affect the speed and efficiency of product delivery to customers. The better the road conditions, the faster the goods will reach the hands of consumers. Likewise, the worse the road conditions, the longer the goods will reach the hands of consumers. This can also have an impact on the level of customer satisfaction. One of the steps that will be taken is to improve the delivery process and first review the roads that will be passed during the delivery process to customers, as well as establish cooperation with the surrounding community in assisting the delivery process.

Market Penetration Strategy

Adopting the market penetration strategy proposed by Kotler and Armstrong (2008) which emphasizes increasing sales of existing products in the current market. This can be done through the implementation of a more aggressive marketing mix. PT. Karya Bumi Pachingka carries out a market penetration strategy through promotional price offers, price package offers for certain order quantities, and subscription packages. This is done to attract new customers as well as customers from competitors.

2. Long Term Strategy (1-5 years)

Product Diversification

Referring to the Innovative Product Strategy theory, the company will develop a new product line that remains focused on the concept of sustainability. PT. Karya Bumi Pachingka will develop new products and additional services to meet the needs of a wider customer base. PT. Karya Bumi Pachingka will provide products such as biodiesel or environmentally friendly blended fuels to meet the demand for renewable energy.

Operational Area Expansion

PT. Karya Bumi Pachingka is expanding its distribution reach to new areas with large market potential. To expand its reach, PT. Karya Bumi Pachingka will conduct market research to identify other industrial areas in Kalimantan or nearby islands that have high demand for diesel fuel. After identifying new markets, PT. Karya Bumi Pachingka can collaborate with fuel

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distributors who already have networks in the area, which will allow the company to enter new markets more cost-efficiently and expand its reach without having to build its own facilities. In addition, PT. Karya Bumi Pachingka will try to collaborate with local governments to obtain subsidies or tax incentives to support the expansion of fuel distribution in new areas.

Infrastructure Development

Seeing the main problem faced is the delay in delivery due to difficult location access. PT. Karya Bumi Pachingka plans to build or rent a fuel depot in a strategic location in a new area to support efficient distribution, as well as expand distribution reach. In addition, PT. Karya Bumi Pachingka will collaborate with local logistics partners to speed up the distribution process and reduce operational costs.

Mapping Resources and Needs

Implementing short-term and long-term strategies that have been explained previously, the company needs to map existing resources and resource needs that must be met. Based on the theory of Strategic Resource Management, this strategy is focused on optimal utilization of human, financial, and technological resources owned by PT. Karya Bumi Pachingka. This mapping includes:

1. Human Resources

To implement market penetration strategies, production efficiency, infrastructure development, product diversification, and market expansion requires job training and additional workers to join the marketing and sales team to run more aggressive marketing campaigns both online and offline, as well as a logistics team, delivery team, and infrastructure maintenance to manage faster and more timely distribution and ensure that existing infrastructure continues to run well.

2. Financial

Search for additional funding sources, either through investors or loans, to support market expansion, market penetration, product diversification, or infrastructure development that requires marketing costs, promotions, and possible stock procurement or distribution partnerships in new areas, as well as costs in developing new products. For that, PT. Karya Bumi Pachingka requires additional funds of Rp.100,000,000.

3. Technology

Investment in an ERP (Enterprise Resource Planning) system to monitor and optimize fuel

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stocks at various distribution locations in order to meet demand in a timely manner.

Product Development and Added Value

Referring to Porter's Value Chain Theory, this strategy focuses on optimizing the production process to produce products that are not only superior in terms of quality, but also provide a greater positive impact.

Product Innovation

1) Providing premium diesel fuel (High-Performance Diesel) which has higher quality, such as diesel with additives that increase engine efficiency, reduce emissions, or extend engine life.
2) Providing Mini Bulk Supply or small volume diesel to reach the growing small and medium industrial market, this product innovation can provide a more flexible solution for small businesses that need diesel fuel but do not require procurement in large quantities.
3) Developing biodiesel and biofuel products as environmentally friendly alternative fuels from fossil diesel, which can be used by industries that focus on sustainability. This product innovation is carried out to provide greener energy solutions, reduce greenhouse gas emissions, and attract customers who are more concerned with environmental impacts.

Performance Indicators (KPIs)

To measure the success of strategy implementation, several Key Performance Indicators (KPIs) were identified based on the Balanced Scorecard model:

1) Finance: Target to increase profit margin to 15-20% within 12 months.
2) Production: No more delivery constraints due to difficult road access.
3) Marketing: Increase the number of new customers by 70% through market penetration, market expansion and product diversification.
4) Innovation: Launch of at least three new products including high-performance diesel, mini bulk supply, and biodiesel and biofuel.
5) Sustainability: Reducing carbon emissions generated by the company's products and operations by 15-20% through the B30 program.

BLUEPRINT FOR BUSINESS DEVELOPMENT AND SUSTAINABILITY

The blueprint for development and business sustainability of PT. Karya Bumi Pachingka is

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designed to be a guideline for implementing short-term and long-term strategies. This blueprint outlines concrete steps that must be taken by the company to ensure that the strategies taken can be implemented effectively and produce the expected impact. This blueprint also contains a risk management plan to face challenges that may occur in the future.

1. Short Term Development Plan (6-12 Months)

Production Aspect Efficiency

Steps to be takenPT. Karya Bumi Pachingka in improving production aspects, especially in the process of sending products to consumers, is to first find out about the track that will be faced in sending products to consumers using images on Google Maps or information from customers. This is done to identify in advance whether there is a possibility of a shipping problem or not. When there is a shipping problem such as a damaged road, the company provides information regarding the obstacles faced to consumers so that consumers can wait a little longer. Then, when faced with this problem, the company also solves the problem by asking for assistance from the surrounding community to help with the shipping process.

Notifying consumers of changes in the status of a shipment, whether due to poor road conditions or other factors, can help maintain good customer relationships and trust. In this case, implementing an open and responsive communication policy is key to managing customer expectations. With these steps, companies not only reduce the negative impact of delays, but also demonstrate a commitment to service quality and customer satisfaction.

Market Penetration Strategy

In implementing the market penetration strategy, PT. Karya Bumi Pachingka first identifies industrial companies that hold projects, manufacturing industries, mining, and plantations that will be potential consumers. After identifying potential consumers, the next step that will be taken is to make a promotional price offer, namely by providing special discounts or more competitive price packages for new customers and loyal customers in certain order quantities.

In addition, PT. Karya Bumi Pachingka also offers subscription packages with certainty of supply, fixed delivery times, and priority customer service. To carry out this strategy, PT. Karya Bumi Pachingka will ensure the stability of the supply of industrial diesel fuel, minimizing the risk of late delivery by optimizing logistics routes or using temporary depots in strategic locations.

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2. Long Term Development Plan (1-5 years)

Product Diversification

Expanding the product line while still focusing on being environmentally friendly and becoming a solution for small or medium industries in supplying fuel for heavy equipment operations. To implement this strategy, PT. Karya Bumi Pachingka conducts research and development first to ensure that the product innovation to be carried out has its own advantages and a good market share. In addition, conducting supplier selection research to ensure that this product innovation has good quality and minimizes the problem of raw material availability when sales have been made.

Operational Area Expansion

The initial step that will be taken by PT. Karya Bumi Pachingka to implement the operational area expansion strategy is to conduct a market analysis of the target area which includes: research on the potential demand for fuel, both industrial diesel and fuel innovations to be developed (High-performance diesel, biodiesel and biofuel, mini bulk supply), customer profile research, existing competitor research, and conducting research on logistics constraints such as road accessibility.

The second step that will be taken is to conduct research related to strategic partnerships. PT. Karya Bumi Pachingka will establish partnerships with local distributors that have been operating and have networks in the target area to accelerate market penetration. PT. Karya Bumi Pachingka also ensures the use of vehicles (tanker trucks) that are appropriate for the terrain in the new area, and if possible will invest in improving transportation routes.

Finally, PT. Karya Bumi Pachingka will increase marketing activities by adjusting the approach based on local needs, such as educating customers about the advantages of the products to be offered, offering discounts for first-time customers and long-term customers, and conducting digital promotions. PT. Karya Bumi Pachingka also plans to collaborate with local governments to obtain subsidies or tax incentives to support the expansion of fuel distribution in new areas.

Infrastructure Development

The initial step that PT. Karya Bumi Pachingka will take to implement the infrastructure development strategy is to identify the infrastructure needs needed to support expansion such as fuel storage warehouses, construction of storage tanks in strategic locations, and branch offices

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or distribution depots in target areas. PT. Karya Bumi Pachingka plans to build or rent fuel depots in strategic locations in new areas to support efficient distribution and expand distribution reach.

The next step is to plan infrastructure investment that includes facility construction costs, land purchase or lease costs, long-term maintenance and operational costs. The company will ensure that all new infrastructure meets safety standards and government regulations. PT. Karya Bumi Pachingka will also involve local governments and local communities in the development process to facilitate licensing in strategic locations and gain participation in corporate social responsibility (CSR) programs in new areas.

The next stage, the company will conduct worker training related to infrastructure management and work safety. In addition, monitoring to monitor infrastructure conditions routinely and carry out maintenance such as periodic inspections of storage tanks and routinely evaluating the operational efficiency of facilities.

3. Risk Management

Risk management is a crucial element in implementing this strategy. Referring to the Risk Management Framework theory, risk identification is carried out to detect and anticipate potential obstacles that may arise during the process. Here are some risks that can occur in the energy industry, especially the distribution of diesel fuel:

Regulatory risk

Changes in government policies related to energy and subsidies that can impact costs and selling prices. In addition, complicated permitting and licensing processes can hamper operations. The solution is to work with legal consultants to speed up the permit application process and ensure that documents are in accordance with requirements, and always comply with applicable regulations to minimize the risk of violations.

PT. Karya Bumi Pachingka will also use a hedging strategy by making a futures contract with suppliers through financial institutions to lock in the price of raw materials in the future, so that the purchase of raw materials within the time period in accordance with the contract uses the same price even though there is a price increase in the market. The hedging strategy protects the company from fluctuations in fuel costs due to policy changes.

Operational risk

Supply availability issues due to disruptions in the chain that can affect fuel availability. Bad weather will hamper the delivery process because it causes the roads to be passed to become muddy, making it difficult for tanker trucks to drive. The solution is to collaborate with several fuel

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suppliers who have different distribution networks so that supply remains stable even if there is a disruption to one of the suppliers and can reduce the risk of delays due to certain supply chain problems.

To overcome the delay in delivery due to weather factors, the company will design alternative routes to avoid muddy roads and schedule deliveries at safer times based on weather forecasts. PT. Karya Bumi Pachingka also plans to work with local transportation companies that have fleets that match fuel distribution needs.

Market Risk

The emergence of new competitors or aggressive strategies from existing competitors can affect market share. The solution is to set competitive prices by adjusting product prices by considering market competitiveness without sacrificing profit margins. In a short-term strategy, the company will carry out a market penetration strategy. Through promotional price offers, price package offers for certain order quantities, and subscription packages. While in the long-term marketing strategy, when the company is more stable and has many regular customers, PT. Karya Bumi Pachingka will set prices that reflect the value of the product provided to customers, not just based on market price or cost. The company will improve the quality of services such as faster delivery services or technical support for industrial customers.

Another solution that PT. Karya Bumi Pachingka can do due to new competitors is to establish close relationships with suppliers or distributors to gain access to new markets or more competitive prices. In addition, build alliances with companies that have complementary audiences or markets.

4. Business Process Blueprint

*Blueprint*or this business process blueprint describes the operational flowPT. Karya Bumi Pachingka which covers the entire cycle of production, distribution, marketing, and human resources. This blueprint emphasizes on:

Supply chain optimization and local partnerships

Establishing strategic partnerships with suppliers of industrial diesel fuel and other fuels that will be used when innovating products, this partnership ensures smooth supply and price stability. Supplier selection is very important because suppliers who will cooperate not only meet quality standards and compliance with government regulations, but also have good logistics networks to support more efficient distribution. Furthermore, PT. Karya Bumi Pachingka will work with local distributors in various regions to expand market reach and improve distribution

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efficiency. This partnership allows the company to access new markets more quickly at a more efficient cost.

Timely and efficient distribution

To maximize distribution efficiency, PT. Karya Bumi Pachingka conducts optimal shipping route planning. By considering factors such as distance, road conditions, and travel time, the company can reduce shipping costs and speed up the time it takes for products to reach customers. The company will also work with local transportation companies that have fleets that meet the needs of industrial solar distribution.

Marketing and Sales

PT. Karya Bumi Pachingka uses a word of mouth (WOM) and door to door marketing approach that has proven effective in the local market, and is expected to expand its reach in the future through partnerships with local distributors and agents in various regions. PT. Karya Bumi Pachingka will also focus on expanding distribution channels by working with local partners in various regions who can help introduce products to new customers. By expanding the distribution network, the company can penetrate a wider market at a more efficient cost.

Human resource management

Providing training and development for employees to improve technical skills and operational knowledge. This training also covers aspects of occupational safety, risk management, and environmental awareness.

CONCLUSION

Through the SWOT analysis framework, it was found thatPT. Karya Bumi Pachingka has great potential to grow in the eco-friendly product market. However, major challenges such as limited transportation infrastructure, difficult road access, and dependence on a single marketing approach need more attention.

The main conclusion of this study is that business sustainabilityPT. Karya Bumi Pachingka can be achieved through increasing operational efficiency, strengthening distribution, and market penetration. The analysis also shows that there is a great opportunity for long-term growth, if the business can leverage its internal strengths and manage external threats with the right strategy. Specifically, the study concluded that:

1. PT. Karya Bumi Pachingka has a competitive advantage in environmentally friendly industrial diesel fuel products because it can reduce carbon emissions and has stable performance for heavy equipment machine operations.

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2. Infrastructure limitations due to difficult road access to customers resulting in late deliveries are a major weakness that must be addressed immediately to meet demand and maintain customer trust.
3. External opportunities mainly come from growthmining, plantation and manufacturing industry sectors in West Kalimantan, supported by relevant government policiesincreasing use of renewable energy and reducing fuel imports increase demand for industrial diesel, especially in Pontianak Province, West Kalimantan. On the other hand, the threat of global oil price instability has a direct impact on operational costs and profit margins, exchange rate fluctuations also affect the cost of importing diesel and other fuels.
4. Market penetration strategy, coupled with product diversification while still being based on environmentally friendly fuels, can strengthen PT. Karya Bumi Pachingka's position in a wider market, including expanding operational areas and developing infrastructure.

PT. Karya Bumi Pachingka must continue to strengthen its sustainability strategy, maximize resource utilization, and continue to innovate to maintain competitive advantage in the rapidly growing green fuel market.

RECOMMENDATION

1. Production Aspect Efficiency

As a short-term priority, PT. Karya Bumi Pachingka must immediately carry out efficiency in production aspects, especially in the delivery process because the main obstacle during the implementation of this business is the delay in the delivery process due to inadequate road access. One of the concrete steps recommended is to find out in advance about the terrain that will be faced usingimages on Google Maps or information from customers. After that, create an alternative routeto avoid muddy roads and schedule deliveries at safer times based on weather forecasts. When faced with such issues, the company will inform customersinformation related to the obstacles faced in order to be able towait a little longer. This notification maycan maintain good relations and customer trust.

2. Market Penetration Strategy

In the short term, PT. Karya Bumi Pachingka must increase marketing efforts both conventionally and digitally through a market penetration strategy that emphasizespromotional price offers, price package offers for certain order quantities, and subscription packages. This is done to attract new customers as well as customers from competitors.

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3. Product Diversification and Sustainable Innovation

PT. Karya Bumi Pachingka needs to innovate by expanding its product line to reach a wider market, this includes procuring other fuels that are still environmentally friendly but targeting different markets such as products, mini bulk supply targeting small to medium industries.

4. Operational Area Expansion

In the long term, PT. Karya Bumi Pachingka must reach a wider market outside Pontianak City, even outside the province of West Kalimantan. By establishing cooperation with local distributors or partnerships and local governments,allows companies to enter new markets more cost-efficiently and expand their reach without having to build their own facilities, and allows them to obtain subsidies or tax incentives from the government to support the expansion of fuel distribution in new areas.

5. Infrastructure Development to Improve Distribution Efficiency

PT. Karya Bumi Pachingka must invest in infrastructure development to minimize distribution problems and increase distribution efficiency, as well as expand distribution reach. This infrastructure development will also support the company's long-term sustainability by reducing dependence on travel terrain.

6. Integrated Risk Management

To maintain business continuity, PT. Karya Bumi Pachingka needs to implement more integrated risk management, especially those related to infrastructure limitations and related government policies. Energy and subsidies that can impact costs and selling prices. These risk mitigation efforts can include infrastructure development or cooperation with local transportation companies that have fleets that are in accordance with the needs of industrial solar distribution. In addition, to overcome the impact of subsidies and price fluctuations due to government regulations is to reduce operational costs through logistics efficiency or infrastructure optimization to maintain price competitiveness, as well as implementing strategies*hedging*protect the company from fuel cost fluctuations due to policy changes.

7. Continuous Improvement of Human Resources Competence

To ensure that the formulated strategies can be implemented well,PT. Karya Bumi Pachingka improves human resource competency, especially in improving technical skills and operational knowledge, as well as product innovation. This training will be an important step in supporting the success of long-term strategies.

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Implications for Future Development

This study not only provides solutions for the current development of PT. Karya Bumi Pachingka, but also opens up opportunities for sustainable business development in the future. With global trends that continue to support renewable energy and sustainability, PT. Karya Bumi Pachingka has the potential to become a market leader in the distribution of industrial diesel fuel in Indonesia.

However, to achieve long-term success, the company must remain adaptive to changes in the external environment, including new regulations related to energy, government subsidies, and fluctuations in energy market prices. PT. Karya Bumi Pachingka must continue to innovate in terms of operational efficiency and strengthening the distribution network, as well as maintaining alignment with global sustainability and green energy trends. Implementation of the strategies and blueprints that have been formulated will be the key to the company's success in the future.

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