OPTIMIZING REGIONAL SALES DISPARITIES OF BLESSED TEA USING THE KEPNER-TREGOE METHOD: A CASE STUDY OF PT. CAHAYA KURNIA PERSADA

Harold Surawi [1], Nur Budi Mulyono [2]
School of Business and Management Bandung Institute of Technology, Bandung, Indonesia [1,2]
Corresponding Author:
harold_calvin@sbm-itb.ac.id [1], nurbudi@sbm-itb.ac.id [2]

Abstrak

Penelitian ini mengeksplorasi kesenjangan penjualan Blessed Tea antara Padang dan Ciamis dengan tujuan merancang solusi praktis untuk meningkatkan kinerja di Padang sambil menjaga stabilitas di Ciamis. Menggunakan metode Kepner-Tregoe, penelitian ini mengidentifikasi faktor utama yang menyebabkan penurunan penjualan di Padang, seperti tingginya pergantian kepemimpinan, strategi pemasaran yang kurang efektif, tantangan harga, dan ketidakefisienan logistik. Sebaliknya, keberhasilan penjualan di Ciamis didukung oleh kepemimpinan yang stabil, loyalitas merek yang kuat, dan strategi promosi yang efektif. Pendekatan penelitian ini menggabungkan metode kuantitatif dan kualitatif, dengan menganalisis data penjualan, tingkat pergantian kepemimpinan, serta wawancara dengan manajer regional dan pemangku kepentingan. Alat analisis seperti Diagram Fishbone dan matriks IS/IS NOT digunakan untuk mengidentifikasi berbagai tantangan dalam strategi dan operasional di Padang. Penelitian ini merekomendasikan langkah-langkah strategis, termasuk meningkatkan retensi kepemimpinan, memperkuat promosi yang disesuaikan dengan preferensi budaya, mengoptimalkan strategi harga, serta menerapkan pendekatan multikanal guna meningkatkan penjualan online dan offline. Rencana implementasi mencakup tahapan dan waktu yang diperlukan untuk mengatasi aspek utama seperti produk, harga, promosi, lokasi, persaingan, dan strategi distribusi. Strategi yang diusulkan bertujuan untuk membalikkan tren penurunan penjualan di Padang dalam tiga tahun terakhir, meniru kesuksesan Ciamis, serta menciptakan keseimbangan kinerja regional yang lebih baik, sehingga mendukung pertumbuhan PT Cahaya Kurnia Persada secara keseluruhan.

Kata Kunci: Kepner-Tregoe, disparitas penjualan, Padang, Ciamis, optimasi regional, Blessed Tea

Abstract

This study explores the sales disparity of Blessed Tea between Padang and Ciamis, aiming to develop practical solutions to improve performance in Padang while maintaining stability in Ciamis. Utilizing the Kepner-Tregoe method, the research identifies key factors contributing to the sales decline in Padang, including high leadership turnover, ineffective marketing strategies, pricing challenges, and logistical inefficiencies. In contrast, Ciamis' sales success is supported by stable leadership, strong brand loyalty, and effective promotional strategies. The study adopts a mixed-method approach, combining quantitative and qualitative methods by analyzing sales data, leadership turnover rates, and conducting interviews with regional managers and stakeholders. Analytical tools such as the Fishbone Diagram and IS/IS NOT Matrix are used to identify various strategic and operational challenges in Padang. This research recommends strategic measures, including improving leadership retention, strengthening promotions tailored to cultural preferences, optimizing pricing strategies, and implementing a multichannel approach to enhance both online and offline sales. The implementation plan outlines the necessary steps and timelines to address key aspects such as product, pricing, promotion, location, competition, and distribution strategies. The proposed strategies aim to reverse Padang's three-year sales decline, replicate Ciamis' success, and establish a more balanced regional performance, ultimately contributing to the overall growth of PT Cahaya Kurnia Persada.

Keywords: Kepner-Tregoe, sales disparity, Padang, Ciamis, regional optimization, Blessed Tea

INTRODUCTION

Indonesia's tea industry holds a prominent position in both domestic and international markets, with PT Cahaya Kurnia Persada leveraging a multilevel marketing (MLM) approach to distribute Blessed Tea. However, disparities in regional sales performance threaten business sustainability, particularly in Padang, where sales have been declining over the past three years. This study explores the underlying challenges causing these

disparities and proposes structured solutions using the KT method. The research objectives include identifying key sales challenges in Padang, applying the KT method for optimization, and leveraging Ciamis' strengths to improve Padang's performance.

A. Business Issue

Variations in sales performance across different regions present a significant strategic challenge for MLM enterprises such as PT Cahaya Kurnia Persada. If left unaddressed, these disparities may result in revenue decline, weakened market position, and inefficiencies in operations. Identifying the root causes and applying systematic problem-solving approaches are crucial to sustaining business growth and maintaining market competitiveness.

B. Symptom Gap

Between January 2021 and December 2023, sales in the Padang region experienced a continuous decline, dropping from IDR 130 million at the beginning of 2021 to IDR 86 million by the end of 2023. In contrast, sales in Ciamis showed steady growth, starting at IDR 280 million in January 2021 and rising to IDR 338 million by the end of 2023, nearly doubling over the same period.

Figure 1. Sales in Padang and Ciamis, Year 2021, 2022, 2023
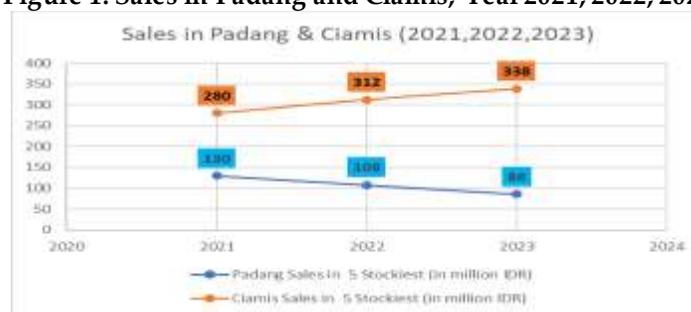
C. Literature Review

The KT method, developed by Charles Kepner and Benjamin Tregoe, is a structured approach for problem analysis, decision-making, and strategic planning. It includes Situation Analysis (SA), Problem Analysis (PA), Decision Analysis (DA), and Potential Problem Analysis (PPA) (Kepner & Tregoe, 1997).

Figure 2. Kepner Tregoe Analysis

Source: https://begrip.be/kepner-tregoe-analysis/

D. Conceptual Framework

To address this issue, the researcher applies the Kepner-Tregoe Problem Decision Analysis to develop a solution aimed at optimizing sales disparities between the Padang and Ciamis regions. A mixed-methods approach is utilized, combining qualitative insights from structured interviews with quantitative analysis of sales data. The study examines three years of sales records (2021–2023) from the top five stockiest outlets in both regions.

Figure 3. Conceptual Framework

RESEARCH METHODOLOGY

The study outlines its research methodology, emphasizing a structured and systematic approach known as Research Design. To develop an organized methodology, the Research Onion framework by Saunders et al. is employed, ensuring that each research component is systematically assessed and aligned with the study's objectives. By navigating through its six layers, the framework helps establish a cohesive plan to address sales disparities between the Padang and Ciamis regions of PT. Cahaya Kurnia Persada. Pragmatism is chosen as the study's guiding philosophy due to its emphasis on practical problem-solving and its capacity to integrate various research methods. This philosophy aligns with the research objectives, ensuring an effective approach to analyzing sales disparities.

The study adopts an Inductive Approach, which identifies patterns and develops insights through data collection and observation. A mixed-methods strategy is applied, integrating quantitative data with qualitative insights for a comprehensive analysis. Respondents were carefully selected based on their roles and expertise within PT. Cahaya Kurnia Persada to ensure the collected information effectively addresses the research questions.

RESULTS AND DISCUSSION

Fishbone Diagrams are utilized to systematically identify the root causes that contribute to a specific effect, represented at the head of the diagram. This research, supported by data, interview insights, and questionnaire responses, aims to identify recurring patterns that appear multiple times and are validated by feedback from PT. Cahaya Kurnia Persada's management representatives. These findings are then translated into the Fishbone Diagram as illustrated below.

Figure 4. Fishbone Diagram for Identified Problem

The primary issue is represented at the head of the diagram, with contributing factors branching into distinct categories. The Fishbone (Ishikawa) Diagram identifies sales disparities between Padang and Ciamis as the core effect influenced by various factors. To analyze both primary and secondary data, this study employs semi-structured interviews, the Fishbone Diagram, the Pareto Chart, and the Kepner-Tregoe (KT) IS/IS NOT Matrix to determine the root causes and potential solutions for sales imbalances. The research aims to pinpoint challenges in Padang, apply the KT method to optimize disparities, and leverage Ciamis' successful strategies to enhance sales performance in Padang.

A. Identified Problems

The Fishbone Diagram categorizes key causes of sales disparities, including high leadership turnover, ineffective promotions, logistical inefficiencies, price sensitivity, and limited product variety.

B. Kepner-Tregoe Rational Process

The KT method systematically analyzes sales disparities through situation appraisal, problem analysis, decision analysis, and potential problem analysis to develop data-driven solutions.

C. Data Analysis Process

Findings from the Fishbone Diagram and Pareto Chart highlight that leadership instability, weak promotions, logistics issues, pricing concerns, and limited product choices contribute to 80% of the sales disparities between Padang and Ciamis.

Figure 5. Pareto Chart of Semi Structure Interview Response
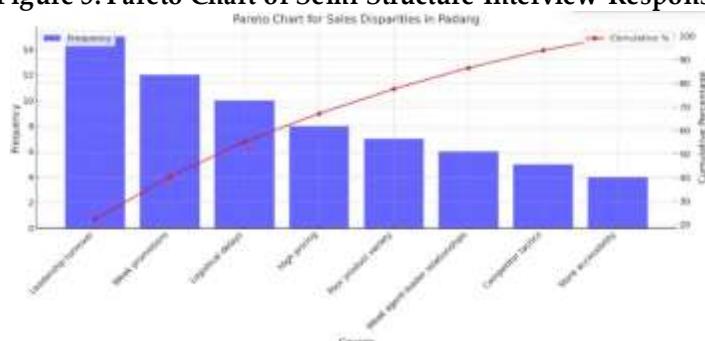
D. Business Solution

To address sales disparities in Padang, the proposed solutions focus on enhancing leadership stability, strengthening marketing efforts, optimizing logistics, implementing adaptive pricing strategies, and diversifying product offerings. These measures aim to improve market engagement and sales performance.

CONCLUSION AND RECOMMENDATIONS

A. Conclusion

The sales gap between Padang and Ciamis is primarily driven by leadership instability, weak marketing efforts, pricing challenges, and logistical inefficiencies. Frequent leadership turnover in Padang disrupts sales continuity, while inconsistent marketing and ineffective promotions limit customer engagement. Additionally, logistical challenges result in stock shortages, and pricing concerns weaken competitiveness. The Kepner-Tregoe method has effectively identified these root causes and provided structured strategies to optimize sales performance.

B. Recommendations

1. Enhancing Leadership Stability
   - Introduce performance-based incentives to improve leader retention.
   - Conduct leadership training to strengthen managerial skills.
2. Strengthening Marketing Strategies
   - Increase investment in digital marketing and region-specific promotions.
   - Implement targeted marketing campaigns tailored to Padang's consumer base.
3. Optimizing Pricing and Product Positioning
   - Offer seasonal discounts and competitive bundling options.
   - Conduct price benchmarking to ensure market competitiveness.
4. Improving Logistics and Distribution
   - Expand storage capacity in Padang to prevent stock shortages.

o Strengthen partnerships with logistics providers for more efficient distribution.
5. Multichannel Sales Integration
   o Enhance e-commerce and digital sales channels to complement offline distribution.
   o Strengthen customer loyalty programs to boost repeat purchases.

By implementing these strategies, PT Cahaya Kurnia Persada can reduce regional sales imbalances, enhance market penetration in Padang, and improve overall business performance.

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