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Strategic Marketing for Indonesian Plywood Industry: An Analyse by using Porter Five Forces Model and Generic Strategy Framework

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Abstract
The target for a marketing strategy is to find a way of achieving a sustainable competitive advantage over the other competing products and firms in a market. Good strategy serves as a road map for effective action. Porter’s five forces model and three generic strategies were used to evaluate the structure and the strategy for positioning of plywood industry in South Sulawesi, Indonesia. Qualitative research was carried out by using in-depth interview method. Having expressed either agreement or disagreement with the statements using a five point Likert scale, the respondents assessed twenty five structural determinants of competitive forces. The competitive advantages of the industry were threat of new entrants, bargaining power of buyer and threat of plywood substitutes. However, the market will be more competitive from the bargaining power of suppliers and the rivalry among existing competitors for the industry to be high. To achieve competitive advantage, companies need to protect a firm against rivalry from competitors, reduce supplier power by applying the cost leadership strategy and the differentiation strategy.

Keywords: Marketing strategy, plywood industry, and Porter five forces model

1. Introduction
In 1983, Indonesia was the biggest plywood suppliers in world [1], supplying about 70% of the total global market [2]. Indonesian plywood has dominated many major markets around the world. During this period, Indonesian forest product industry mainly plywood industry has experienced rapid growth and structural change and played important part in Indonesia economy through a significant role as a gross domestic product, foreign exchange,