

binus  
case  
center



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CASE STUDIES  
IN INDONESIA

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# FOREWORD FROM THE ACADEMIC DEVELOPMENT DIRECTOR

Since it was established in 2007, Binus Case Center (BCC) has produced a considerable success both in case writing and case teaching. It has developed 158 cases involving more than 60 different writers. These case studies have been used mainly for teaching and learning at Binus Business School and Binus Executive Education.

Despite its relatively new establishment, a number of recognition to BCC has been awarded recently. The MURI 100 BUSINESS CASES IN 4 YEARS was awarded to BCC in 2011. Compared to other case center in Indonesia, BCC is also the largest supplier of Indonesian – context case study for the *The Case Center* (formerly *European Case Clearance House* - ECCH). In addition, BCC has been actively participating in International Case Competition such as AESE and EFMD and won a national case competition organized by Prasetya Mulya University.

Effort has been undertaken to make the BCC case study more accessible to wider audience, including promoting the BCC case study in *The Case Center*, NUNI network and the BCC website. The existing case writing and case teaching workshops for external parties are also maintained, and new workshops are being offered to interested parties. The BBS plan to join AAPBS (Association of Asia Pacific Business School) will further widen the network of BCC. Internally, BBS curriculum mapping with BCC case study will expectedly enhance the utilization of BCC case studies in BBS teaching and learning.

The year 2016 can be a redefining moment for the BCC. While BCC has been mostly providing service for case writing and case teaching internally for BBS, it is about time that the BCC should go toward a wider audience. In terms of contents, the period of 2007-2016 has witnessed BCC focusing on quantity. Accordingly, quality case study should be pursued more systematically in 2015 and beyond if the BCC should become a high profile case center. The outreach of BCC to international audience by producing more international-context case study also needs to be improved to make it parallel with the BBS vision to go international. It is not impossibility if BCC should stand as an independent business entity just like *The Case Center* in the near future.

This 2016 edition of case catalog includes the collection of best case studies and other collection. Criteria to select best case study are frequently used at Binus Business School, frequently used at Binus Executive Education, frequently purchased by external parties, won a competition, presented in conferences, or published in journals. This collection of the best case study should serve as your prime sources for the case method in teaching and learning at your institution. Adding into it the rest of the collection can make your institution resourceful for the “Harvard-style” case method in business graduate and executive education.

## FROM THE DESK OF CASE CENTER

It is been our pleasure to say hi to you as user and reader of our business case studies.

This year the case catalogue is in its fourth volume and hopefully the collection is more variety than previous collections.

In this volume we have case study about sustainability, the hot issue in journals and papers these days.

As it previous volume, the content covers BCC case collections from 2007 – 2015. Until now, the business case reached the number of 158 consists of various courses such as management, marketing, finance, human resources, leadership and others. Despite it mostly focused on local companies, we consider it is very important and useful for students to bring them to have a big picture for global business.

BINUS Case Centre proudly follow an international standard in producing the case study, therefore some of BCC collections are competes in international case writing competition.

# How to Use Case Catalogue

This case catalogue presents BINUS Case Center case study collections during 2007 – 2015. It combines bibliographical details (such as setting and topics) and abstract. Cases are listed under eight subject categories. Within each subject category, cases appear by year of issue.

## Case entry:

PT Martina Berto: IPO Valuation  
112-0516-017  
Yanthi Hutagaol  
2012  
Consumer Goods

This case describes how PT Martina Berto set the right IPO price to attract investors/buyers in order to achieve the company's vision to be the leading company of the cosmetic industry in Indonesia.

Finance

Title  
Reference number  
Author(s)  
Publication year  
Industry

Abstract

Keywords

## Title

Cases in a series are generally denoted by the use of (A), (B), (C), etc.

## Reference number

This is the number to use when ordering the item

## Author(s)

The individual(s) listed either wrote or supervised the writing of the case

## Publication year

The year when the case published/launched

## Industry Sector

This provides information on the type of the industry in the case event. The industry sector follows Indonesia Stock Exchange (IDX).

## Abstract

The abstract summarizes the content of the case and its teaching objectives

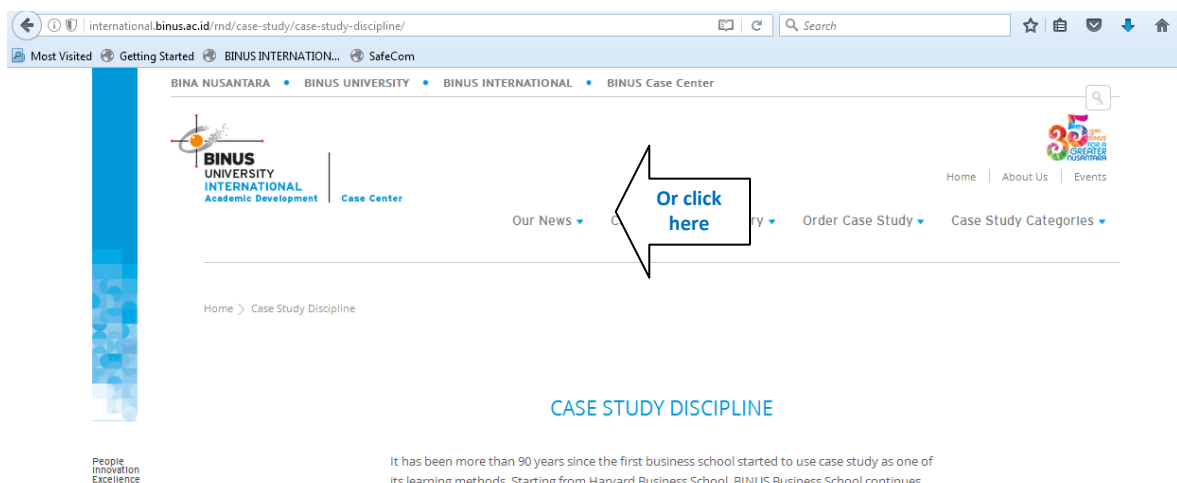
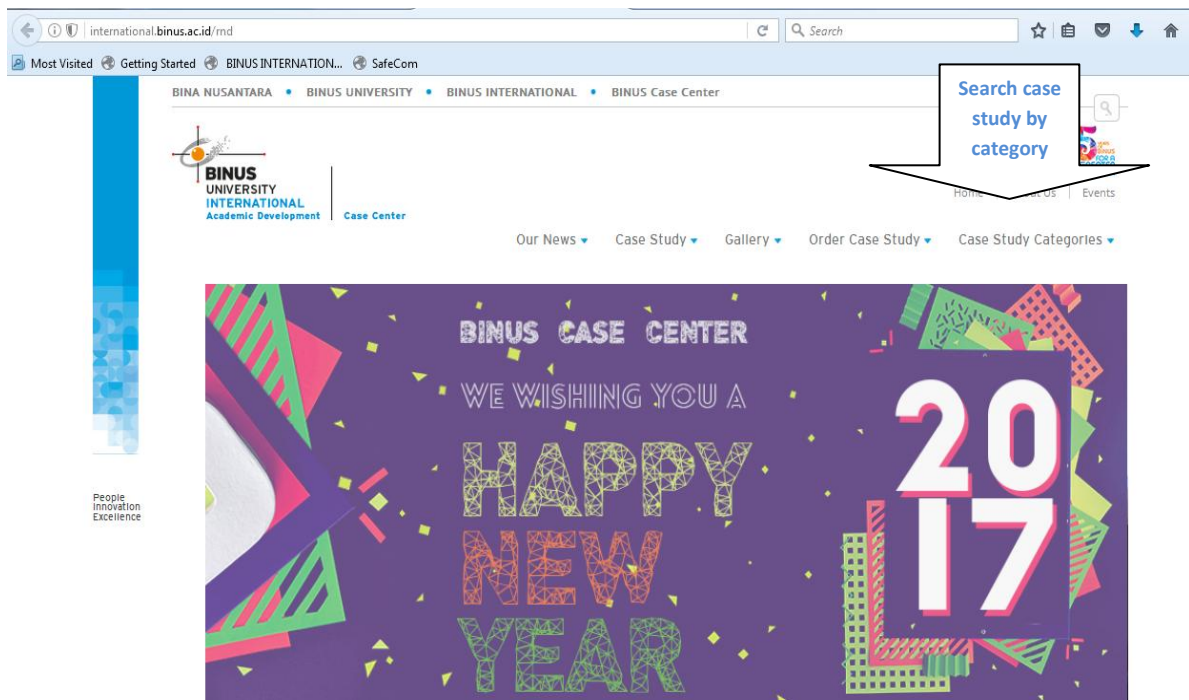
## Keywords

These are key words, subjects and issues within the case which are supplied by the author(s) and/or BINUS Case Center

# Visit Our Website at [international.binus.ac.id/rnd](http://international.binus.ac.id/rnd)

## Search the collection

Visit BCC website at <http://www.international.binus.ac.id/rnd> to view our more than 100 case study collections. Some collections are also published in international journal. You can search by input the keyword such as case topic, author's name, publication year, keywords or case study title. You also could click on case study categories.



It has been more than 90 years since the first business school started to use case study as one of its learning methods. Starting from Harvard Business School, BINUS Business School continues this method of teaching and learning until today. Moreover, BINUS has developed its unique and novel competencies in writing business cases within the Indonesian settings and problems.

For the case study, BINUS Case Center houses more than 100 business studies, ranging from Accounting to Strategy, all written in English and most are accompanied by the teaching notes for the case teacher.

## Search result

The screen will list the number of items found for your search with basic identifying details for each case study.

The screenshot shows a web browser displaying the BINUS International Case Study page for Accounting & Finance. The page features a blue header with the BINUS International logo and navigation links. The main content area is titled "Accounting & Finance" and displays three case study cards. Each card includes the BINUS University logo, the case title, the date, and a brief description. A "READ MORE" link is provided for each case study.

Case Study Title	Date	Year: 2011 Case number	Author	Course Major	Related Topics	Availability
PT. JAMSOSTEK Indonesia: Risk Management...	December 23, 2011	111-0511-001	Dewi Tamara	Strategic Finance and Corporate Governance	Risk Management Teaching Note	PT, J...
Jakarta Futures Exchange: Product Development...	December 23, 2011	111-0508-001	Dewi Tamara	Financial Market Institution	Related Topics: Financial Futures Markets Teaching Note	Availability: Jakarta F...
PT INDOGAS: Built-Operate-Transfer (BOT) Project ...	October 28, 2011	111-0513-001	Robbie R Sukardi	Project Financing, Corporate Finance	Capital Budgeting, Financial Modeling, Business Valuation	Related ...

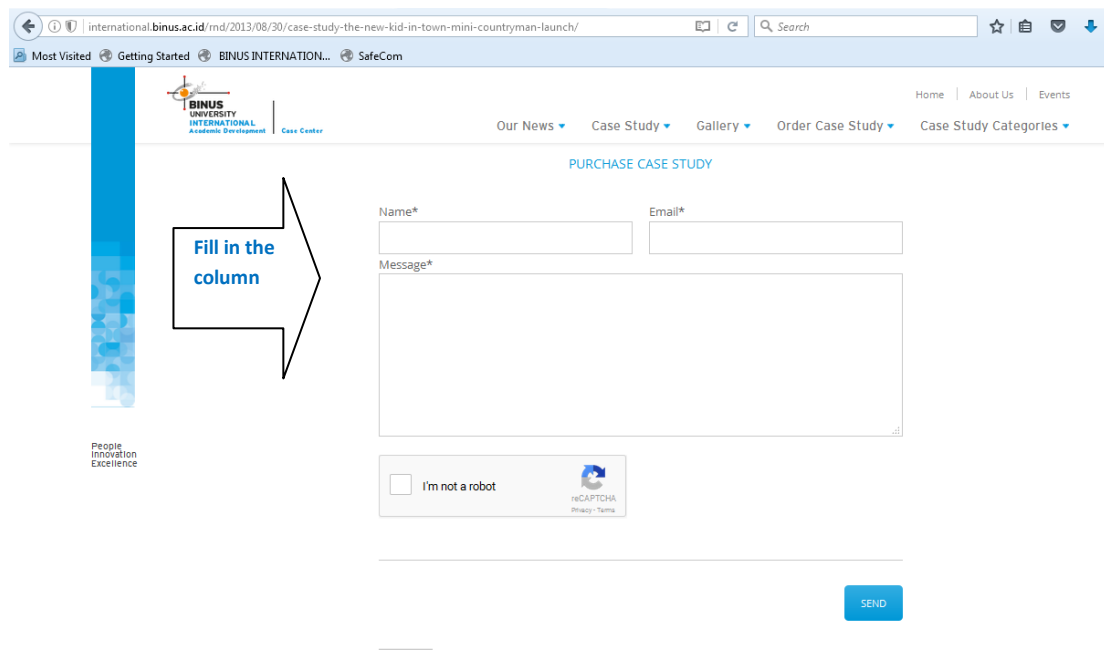
The screenshot shows a web browser displaying the BINUS International Case Study page for Entrepreneurship and Innovation. The page features a blue header with the BINUS International logo and navigation links. The main content area is titled "Entrepreneurship and Innovation" and displays three case study cards. Each card includes the BINUS University logo, the case title, the date, and a brief description. A "READ MORE" link is provided for each case study.

Case Study Title	Date	Year: 2011 Case number	Author	Course Major	Related Topics	Availability
Hutama Karya Aspal Beton (HK ASTON): Entrepreneur...	October 31, 2013	113-0404-003	Aggi Naufal	Entrepreneurship	Related Topics: Process of Entrepreneurship Teaching Note	Availability: Hutama Karya Aspal ...
Es Teler 77	July 29, 2011	111-0404-001	Retno Nindya Pratiwi, Fingerlin Angelisa, Diane Natassia	Entrepreneurship	Related Topics: Entrepreneurial Management Tea...	
Render Farm Initiative	February 22, 2009	109-0609-005	Erwin Adi	Innovation Management and Strategy	Related Topics: Information Technology-Based Creative Industry Teaching Not...	

# Ordering the Case

For those who are interested in ordering the case studies may contact BINUS Case Center under the following terms and conditions:

1. The order can be obtained upon request via e-mail to **binuscasecenter@binus.edu** or fill in Purchase Case Study column that's available at the bottom of each case study basic identifying details.
2. BINUS Case Center will send you a form which requires some information about your order and its usage, such as: title of the case, reference number, name of the author(s), buyer's information (name, institute, address, and e-mail,) and number of case copies requested.
3. The price of BINUS Case Center case study is IDR 25,000 per copy.
4. After the order has been made, BINUS Case Center will issue an invoice for the buyer. Payments made by account transfer to BCA account 527-029-8372 on behalf of **Pasca Sarjana BINUS**.
5. Kindly send us the proof of payment (in scan or picture) via e-mail to binuscasecenter@binus.edu or fax to (+6221) 7208569, 7205555; with attention to: BINUS Case Center
6. The ordered case will be delivered upon approval of the order after the payment has been made and the proof of payment has been sent.



The screenshot shows a web browser window with the URL `international.binus.ac.id/md/2013/08/30/case-study-the-new-kid-in-town-mini-countryman-launch/`. The page header includes the BINUS UNIVERSITY logo and navigation links: Home, About Us, Events, Our News, Case Study, Gallery, Order Case Study, and Case Study Categories. The main content area is titled 'PURCHASE CASE STUDY'. On the left, there is a vertical blue bar with the text 'Fill in the column' and a large blue arrow pointing to the 'Message\*' text area. The form fields are: 'Name\*', 'Email\*', and 'Message\*'. Below the 'Message\*' field is a checkbox labeled 'I'm not a robot' and a reCAPTCHA logo. A 'SEND' button is located at the bottom right of the form.



# Case Study Collections

## *ACCOUNTING AND FINANCE*

### **Debt Restructure: A Financial Turnaround of PT Sierad Produce. Tbk**

107-0516-002

**Parulian Sihotang & Elies Lestari Setiawan**

2007

Manufacturing

#### **Abstract:**

This case explains the financial turnaround situation faced by PT. Sierad produce, Tbk. after announcing their outstanding financial performance in 1996. Then, in 1997, the sudden Asian monetary crisis hit the company, causing increases in production cost and deterioration in the customer's purchasing power.

#### **Keyword:**

Finance, debt restructure, monetary crisis

### **Cash Management Review PT. Aneka Tambang Tbk (IDX Code: ANTM)**

107-0502-001

**Rofikoh Rokhim**

**Lutfil Khakim**

2007

Mining

#### **Abstract:**

This case study illustrates how PT. Aneka Tambang, Tbk. (Antam) manages their cash flows by using their revenue to pay administrative cost, investment and financing activities such as construction cost, repayment of bonds and dividend. There are also factors that have adversely influenced the condition of their cash-flow management, resulting in the decreasing of Antam's liquidity despite the improvement.

#### **Keyword:**

Finance, cash management, investment

### **PT Indosat Tbk. Divestment Process to Singapore Technologies Telemedia Did the Government Get the Right Price?**

107-0516-001

**Andre Panggabean & Mirna A. Pulungan & Parulian Sihotang**

2007

Telecommunication

#### **Abstract:**

This case describes the divestment process of PT. Indosat, Tbk. to Singapore Technologies Telemedia Pte. Ltd. (STT) by the Government of the Republic of Indonesia and how STT utilizes its subsidiary, Indonesian Corporation Limited (ICL), to purchase the shares. This divestment decision attracts various reactions from the public, as well as various institutions within the government.

#### **Keyword:**

Finance, government, shares

### **Debt Restructuring of PT. Ciputra**

110-0507-001

**Adler Haymans Manurung**

2010

Property & Real Estate

#### **Abstract:**

This case explains the moment when financial crisis also hit PT Ciputra Development, Tbk, one of the leading property companies that lead them to a huge debt. The company took various alternatives to restructure the company's debts that enabled the company to survive.

#### **Keyword:**

Financial Management, financial crisis, debt restructuring

### **Cash Management Review PT. Aneka Tambang Tbk (IDX Code: ANTM)**

107-0502-001

**Rofikoh Rokhim**

**Lutfil Khakim**

2007

Mining

#### **Abstract:**

This case study illustrates how PT. Aneka Tambang, Tbk. (Antam) manages their cash flows by using their revenue to pay administrative cost, investment and financing activities such as construction cost, repayment of bonds and dividend. There are also factors that have adversely influenced the condition of their cash-flow management, resulting in the decreasing of Antam's liquidity despite the improvement.

#### **Keyword:**

Finance, cash management, investment

### **PT Great River International Tbk. (GRIV): The Great Indonesian Corporate Collapse?**

108-0103-001

**Peter S. Aripin**

2008

Manufacturing

#### **Abstract:**

This case discusses the factors and analyzes the reasons why senior management at a major corporation and a public accountant firm gave false or manipulated financial statements. Furthermore, the case challenges leaders and public auditors about values, belief and integrity that auditors must have.

#### **Keyword:**

General Management and Finance Accounting, Risk Management, Leadership

### **Alternative Financing of PT. BUMI Resources Tbk.**

108-0515-001

**Dewi Tamara**

2008

Mining

#### **Abstract:**

This case discusses the planning of PT. Bumi Resources, Tbk. to increase coal production capacity for the next five years. The expanding decision needs funds that the company should consider different financing alternatives like issuing bonds, stock offering & banking loan.

#### **Keyword:**

Finance, financial strategic, stock

### **Exchange Traded Fund (ETF)-based Mutual Fund: Case Study of Asian Bond Fund (ABF) Managed by PT Bahana TCW Investment Management**

108-0516-003

**Clarissa Tjahjadi & Parulian Sihotang**

2008

Financial Services Industry

#### **Abstract:**

This case explains the launch of the first ETF product, called Asian Bond Fund ETF by PT. Bahana TCW. Moreover, this case also shows how the company socialized their product and the long process before investors started paying attention to it.

#### **Keyword:**

Investment Portfolio, Financial Management, investor, bond

### **Raising Capital – PT. Krakatau Steel (Persero) Issues in Funding Their Capital Expansion Requirements**

108-0503-003

**Robbie R. Sukardi & Iman Heru Wijayanto**

2008

Manufacturing

#### **Abstract:**

This case describes how the management of PT. Krakatau Steel (Persero) confronted a difficult choice to obtain new capital to increase the production. The options of external funding are Strategic Sale (SS) or Initial Public Offering (IPO) mechanism.

#### **Keyword:**

Financial Management, capital, IPO

### **IPO (Initial Public Offering) PT Elnusa**

108-0509-001

**Nur Kholis & Parulian Sihotang**

2008

Contracting

#### **Abstract:**

This case reveals the business expansion of PT Elnusa into marine seismic acquisition, deep well drilling, and testing barge which requires huge capital expenditures. When the company should do the initial public offering, there were pros and cons arguments internally about the IPO decision.

#### **Keyword:**

Strategic Management; Fundamentals of Finance; Financial Accounting and Analysis; Entrepreneurship

### **Bakrie Group Indonesia: The Cost of Capital**

109-0520-001

**Stephanus Remond Waworuntu & Junius Tirok**

2009

Finance

#### **Abstract:**

This case discusses the consideration options of PT Bakrie and Brothers, Tbk. (BB) to expand its business: growing through internal investment (organic), or invest by acquiring other companies (inorganic.) Furthermore, the case analyses how the company manages its cost of capital.

#### **Keyword:**

Financial Management, investment, cost of capital

### **BANK BTN Transforming Business through BSC and IPO**

110-0503-006

**Dian Triasurya**

2010

Finance

#### **Abstract:**

This case study explores the effort of Bank Tabungan Negara Limited, from ordinary state-owned enterprise to be world class financial institution. Two strategic moves were taken by this bank, first was implementing Balance Score Card (BSC) and set new division called Change Management Office, second was conducting initial public offering in the Jakarta Stock Exchange. The Change Management Office started to develop BSC on November 2008. The management determined there would be three phases: Phase 1 (2008 – 2012) with tagline “Getting Ready to Compete: Phase 2 (2013 – 2017) with tagline “Beating Competitors” and Phase 3 (2018 – 2023) with tagline “A World-Class Institution”. In November 19, 2009, the bank listed in Jakarta Stock Exchange with the initial price of Rp800 per share. One year later, the share price jumped to Rp1.870 per share (October 5, 2010); or increase to 134%. The question remained was should the bank stop there or continue to improve to be world class financial institution as committed from the beginning.

#### **Keyword:**

Corporate Finance, Bank Tabungan Negara, Balance Score Card

### **PT. Indosat Tbk.: Pricing of Bonds**

110-0514-001

**Dewi Tamara**

2010

Infrastructure, Utility, & Transportation

#### **Abstract:**

This case describes the investigation of empirical pricing restrictions that should be satisfied by nine (9) bonds of PT Indosat Tbk. In particular, the management wanted to investigate pricing volatility for bonds that issued on 2002, 2003, 2005, 2007, 2008, and 2009.

#### **Keyword:**

Fixed Income and Derivative Securities, pricing of bonds

### **IPO Krakatau Steel**

110-0516-005

**Adler Haymans Manurung**

2010

Basic Industry & Chemistry

#### **Abstract:**

PT Krakatau Steel Tbk, one of the strategic state-owned enterprises, initiated its public offering on 10 November 2010. Only several minutes after its opening, the price rocketed to Rp 1,270 from the initial price of Rp 850. This stopped because of the auto-rejection mechanism on the trading floor. The market capitalization reached Rp 20.03 trillion, the biggest capitalization for the IPO company. The initial price reflected severe underpricing; the price on the black market reached Rp 1,500 compared to the official Rp 850. This case study highlights the IPO of Krakatau Steel from the capital structure's point of view, using EPS and EBIT curve.

#### **Keyword:**

Financial Management

### **Schroeder Indonesia: How to Outperform the Index**

110-0516-004

**Dewi Tamara**

2010

Finance

#### **Abstract:**

This case study describes the performance of PT Schroeder Investment Management Indonesia. In less than a year, two (2) of Schroeder products, *Schroeder Dana Prestasi Plus* (equity mutual funds) and *Schroeder Dana Prestasi* (mixed mutual funds) were chosen as the best mutual funds for category three (3) years and five (5) years. However, it was insufficient since the company strived to the level amount managed funds. Moreover, the company aimed to outperform the index which meant to outperform the market.

#### **Keyword:**

Investment, mutual funds, index

### **Jakarta Futures Exchange: Product Development**

111-0508-001

**Dewi Tamara**

2011

Finance

#### **Abstract:**

It had been more than 10 years since PT. Bursa Berjangka Jakarta (BBJ) was established in 1990. So many expectations was envisioned upon them, hence the 10 years time was a relatively short to do its best to support the national economy. The case study explains about how the new management team with Managing Director Made Soekarwo, former Bureau Chief of BAPPEBTI, Director Bihar Sakti Wibowo, Managing Director of PT Jalatama Artha Berjangka, and Director Roy Sembel, academics, who were appointed in the annual general meeting of shareholders (RUPS) in June 23, 2010, should bring JFX to move forward to increase volume trading, enhance price discovery and develop more financial products.

#### **Keyword:**

Financial Market Institution, shareholders. PT. Bursa Berjangka Jakarta (BBJ)

### **PT. JAMSOSTEK Indonesia: Risk Management**

111-0511-001

**Dewi Tamara**

2011

Finance

#### **Abstract:**

In October 2010, PT Jamsostek resisted the merger of four State-Owned Enterprise (BUMN) insurances into one Badan Penyelenggara Jaminan Sosial (BPJS). Four BUMN insurances had different characteristics of participants, programs, and most importantly in how each company covered risk exposures such as market risk and liquidity risk. The case explains the chronology of the merger.

#### **Keyword:**

Strategic Finance and Corporate Governance, risk management, insurance

### **PT INDOGAS: Built-Operate-Transfer (BOT) Project Financing**

111-0513-001

**Robbie R Sukardi**

2011

Infrastructure, Utility, & Transportation

#### **Abstract:**

This case study explores the project financing arrangement for gas infrastructure production facility in East Java, Indonesia done by PT Indogas in the term of Build-Operate-Transfer. PT Indogas was a gas trading company that owned the right to commercialize and distribute gas from Kalidawir source in Tanggulangin, Sidoarjo, East Java in 2009. The company signed a sales purchase agreement with PT Lapindo Brantas to buy 107,000 m<sup>3</sup> volume gas per day and sell it to industrial costumer in East Java area for five years period of supply. This agreement made the company to develop a compressed natural gas (CNG) facility to compress natural gas and provide the trucking fleets to deliver the CNG to the designated customers.

#### **Keyword:**

Project Financing; Corporate Finance – Capital Budgeting; Financial Modeling; Business Valuation

Also publish at ECCH (<http://www.thecasecentre.org>). Case Reference no. 112-038-1

### **PT. Martina Berto: IPO Valuation**

112-0516-017

**Yanthi Hutagaol & Billy Utama**

2012

Consumer Goods

#### **Abstract:**

Case study covers management's decision to go public at September 2010 in Indonesia Stock Exchange. PT Martina Berto is a leading cosmetics and beauty company under Martha Tilaar Group with several brands such as; Sariayu Martha-Tilaar, Mirabella, Belia, Dewi Sri Spa, Biokos, and PAC. The company's director vision, Bryan Tilaar, is to make PT Martina Berto as a leading company in beauty and spa industry in Indonesia and practicing good corporate governance in becoming public entity. Case is focus on setting price with appointed underwriter, PT Trimegah Securities, while market situation is actually favorable during book building process. Critical issue is methods used in defining initial offering price in first day of trading.

#### **Keyword:**

Finance, go public, corporate governance

### **Connecting Accountants to Sustainability Reporting**

114-0107-008

**Dewi Fitriasaki**

2014

Accounting

#### **Abstract:**

The case study explores the ways the National Center for Sustainability Reporting (NCSR) introduced sustainability to accountants and connected accountants to sustainability. The connection between accountants and sustainability was defined as the responsibility and knowledge development of accountants in sustainability reporting.

Sustainability reporting needs systematic monitoring and control to qualify the resulting report as a form of accountability delivery. Systematic monitoring and control is a normal process that accountants in companies conduct. The reporting involves the disclosure of investments and costs related to sustainability. This information was normally collected and reported by accountants. However, as sustainability reporting itself was an emerging accountability form in Indonesia, the connection between accountants and sustainability reporting needed to be established. This case study focuses on how NCSR established the connection between accountants and sustainability reporting.

#### **Keyword:**

Sustainability reporting, monitoring, control, investments, costs, responsibility

## ***ECONOMICS AND PUBLIC POLICY***

### **PT. CENTRAL PROTEIN PRIMA: SHRIMP BUSINESS**

109-0202-001

**Dewi Tamara**

2009

Agriculture

#### **Abstract:**

This case illustrates PT Central Protein Prima's strategic action to some problems of declining orders affected by global crisis, rejection from US Custom for their thirty-seven (37) containers contained frozen shrimp product, accusation from Shrimp Club Indonesia (SCI) that the company would re-sell the rejected product into domestic market.

#### **Keyword:**

Global crisis, accusation, domestic market

### **CRUDE PALM OIL (CPO) AFTER 2008 CRISIS**

109-0202-002

**Dewi Tamara**

2009

Agriculture

#### **Abstract:**

This case describes about the crude palm oil industry after 2008 crisis. The price of CPO declined and so was the demand. The producers were on the edge and big players in Malaysia and Indonesia were oversupplied. The firms were in the options of holding their expansion or holding the planting.

#### **Keyword:**

Managerial Economics, palm oil, expansion



## ***ENTREPRENEURSHIP AND INNOVATION***

### **PT Bukaka Teknik Utama (A): Passenger Boarding Bridge Project**

107-0609-001

**Minaldi Loeis**

2007

Contractor

#### **Abstract:**

This case describes the passenger boarding bridge project by Bukaka Teknik Utama. The company faced problems such as limited resources; no partner, no design, nor the experience of building a passenger boarding bridges. It shows how the management of Bukaka had several options to continue this project; including acquiring a new strategic partner or acquiring the technology, with each option has its own risk and difficulty.

#### **Keyword:**

General management, resources, project

### **APMI: RENDER FARM INITIATIVE**

109-0609-005

**Erwin Adi**

2009

Trading, Services, & Investment

#### **Abstract:**

This case discusses about how the chairman of APMI (*Asosiasi Penyelenggara Multimedia Indonesia*) initiated to form a community called MIKTI (*Masyarakat Industri Kreatif TIK (Teknologi Informasi dan Komunikasi) Indonesia*) to encourage the production of information technology-based multimedia contents. At the same time, he carried out concepts into action by building a render farm facility to encourage the digital content creations.

#### **Keyword:**

Innovation Management, Innovation Strategy, information technology

### **Es Teler 77**

111-0404-001

**Retno Nindya Prastiwi & Fingerlin Angelisa & Diane Natassia**

2011

Food Industry

#### **Abstract:**

This case describes about the journey of Sukyatno Nugroho, founder and owner of Es Teler 77, to success. Through hardships, failures and challenges, Sukyatno Nugroho had managed to bring Es Teler 77 brand across nation and overseas. It was also the first brand that went into shopping malls.

#### **Keyword:**

Entrepreneurship, hardships, challenge

## **Hutama Karya Aspal Beton (HK ASTON): Entrepreneur Mindset**

113-0404-003

**Aggi Nauval**

2013

Infrastructure, Utility, & Transportation

### **Abstract:**

This case study discusses about how HK Aston, a subsidiary company of Hutama Karya a State Own Enterprise in construction business, diversified its business other than its core of Asphalt and Steel business. It set up in 2009 with mission to differentiate services and bring more value to the industry towards better services as a group of businesses. One of the big projects on the pipeline is Tanjung Benoa Toll Road in Bali. Moreover Tanjung Benoa Toll road is a big case that need collaboration between new company and existing surely they must have a strong entrepreneurial spirits towards vision of the new company

### **Keyword:**

Entrepreneurship, asphalt, toll road

## ***LEADERSHIP AND ORGANIZATIONAL BEHAVIOR***

### **Doing Good and Doing Well: The Case of Lifebuoy Berbagi Sehat**

108-0303-001

**Chrysanti Hasibuan - Sedyono**

2008

Toiletries

#### **Abstract:**

"Doing good and doing well; the case of Lifebuoy Berbagi Sehat" (it will henceforth be referred to as: "LBS") describes how Lifebuoy, a market leader brand of toilet soap in Indonesia maintains its leadership in a mature market by embedding CSR as part of the brand identity. This case depicts the thorough analysis and the strategy Lifebuoy developed and implemented as well the results, with CSR in Unilever Indonesia as the backdrop.

#### **Keyword:**

Business Ethics, brand, toilet soap, CSR

### **PEGASE BY SDV INDONESIA**

109-1205-001

**Karen Imam**

2009

Infrastructure, Utility, & Transportation

#### **Abstract:**

This case illustrates about SDV International Logistics in Indonesia. Since Mid 2007, SDV Indonesia had been working on different issues following the implementation of their information management system, called Pegase. Pegase is an ERP software package which aims to create clear processes for any operation related to SDV Indonesia. The information flow had to become transparent and efficient in order to improve the productivity of and respect for corporate regulations. Pegase would change the whole organization in SDV; the way people work and solve problems. After a few weeks, it seemed that some people were not enjoying the process of change. The reluctance was so intense that even the General Director received threatening emails, and had to face a strike.

#### **Keyword:**

Organizational Behavior and Leadership, information management system, ERP

Also publish at ECCH (<http://www.thecasecentre.org>). Case Reference no. 414-131-1

### **Fighting the Indocement's Way**

109-1211-002

**Robert AB**

**Jeffrey R. Tabalujan**

2009

Property & Real Estate

#### **Abstract:**

The changing of corporate culture in Indocement after Heidelberg Zement acquisition due to Asian crisis was discussed in the case. The crisis increased the debts and diminished sales due to decreased customer's spending and buying power. As a result, the Indocement Core-T team leader sought investors and at the same time, had to work to preserve the Indocement's corporate culture.

#### **Keyword:**

Organizational Behavior, cement, monetary crisis

### **The CHARTER: The Chairul Tanjung Entrepreneurship**

110-1202-001

**Tubagus Hanafi Soeriaatmadja**

2010

Miscellaneous

#### **Abstract:**

This case describes the leadership and entrepreneurship style of Chairul Tanjung, one of the Forbes' 1,000 wealthiest businessmen in the world by the end of 2009. He believes that businessmen have their own style and uniqueness in running their business. There was no such thing as identical styles that could be generalized.

#### **Keyword:**

Leadership & Organizational Behavior, entrepreneurship, uniqueness

### **Allianz Indonesia: Leadership Transformation**

110-1202-002

**Rini Setiowati**

**Hanna Prabandari**

2010

Finance

#### **Abstract:**

This case explains about the situation of Allianz Life Indonesia under Jens Reisch reins. In the early years, Allianz focused on business expansion by opening branches throughout Indonesia. During that period, Allianz also attempted to build strong brand but it had resulted in a financial burden and the condition became more complicated due to the impact of financial chaos in the early 2000's. To handle the situation, the new appointee realized that he and his team needed to work extra miles in order to earn profit.

#### **Keyword:**

Leadership & Organizational Behavior, brand, financial burden

### **Nestlé Indonesia: Creating Shared Value**

112-0309-004

**Muhammad Ariono Margiono**

2012

Consumer Goods

#### **Abstract:**

Nestlé had been operating in Indonesia since 1971 and currently had three factories across the country. The ones in Kejayan and Pasuruan (East Java) produced Nestlé's dairy products; the other in Panjang, Lampung (South Sumatra) produced coffee products; and the one in Cikupa (Banten) made confectionery products. The Swiss-based private company placed the principle of Creating Shared Values (CSV) highly. The case study focuses on the CSV concept applied in Nestle. It also discusses the company's mission in Indonesia that was: *Nurturing a Healthier Life for Indonesians*.

#### **Keyword:**

Ethics and Social Awareness; Business Ethics

### **PT GARUDAFOOD: NUT TRANSFORMATION**

113-1206-002

**Dewi Tamara**

2013

Consumer Goods

#### **Abstract:**

PT GarudaFood is one of the biggest food and beverages (F&B) companies in Indonesia. With a humble start as peanut producer in 1970s, PT GarudaFood transformed itself into one of the most respected companies in Indonesia under the management of Sudhamek AWS who stepped down as CEO of GarudaFood in August 2012, and now a Commissioner within the company. At 2004, Sudhamek was awarded as Entrepreneur of the Year by Ernst & Young Indonesia Entrepreneur of the Year Award and dubbed as The Most Admired CEO by Warta Ekonomi magazine from 2004 to 2007.

#### **Keyword:**

Managing Organizational Change, entrepreneur, food and beverage

Also publish at ECCH (<http://www.thecasecentre.org>). Case Reference no. 813-070-1

## ***MARKETING***

### **Yamaha Jupiter: From Global Advertisement to Local Taste**

107-1001-001

**Andreas Raharso**

2007

Manufacturing

#### **Abstract:**

Yamaha Indonesia, one of the two-wheel manufacturers, needed a new marketing strategy to promote the Jupiter product. The case discusses how the company must re-consider on how to use the right advertising that matched the company's target market in Indonesia.

#### **Keyword:**

Marketing strategy, advertising, target market

### **BREAKING THE INSTANT NOODLE MARKET DOMINATION: MIE SEDAAP (WINGS FOOD) VS INDOMIE (INDOFOOD)**

107-1006-001

2007

Amalia E. Maulana

Consumer Goods

#### **Abstract:**

This case discusses the competition between the instant noodle market leader, Indomie from Indofood, and Mie Sedaap from Wings Food. It shows how Indofood did not counter seriously the aggressive marketing activities done by Mie Sedaap which led Mie Sedaap into the market without any obstacles.

#### **Keyword:**

Instant Noodle, competition, aggressive market

### **BHINNEKA.COM: BE ONLINE OR BE AVERAGE?**

107-1016-001

**Pierre Wirawan**

2007

Online retailing

#### **Abstract:**

This case describes the business diversification of PT. Bhinneka Mentari Dimensi from IT solutions provider into a computer accessories manufacturer, furniture manufacturer and shrimp business. It shows how Bhinneka.com maintained its position and growth, given the unpredictable nature of the cyber world.

#### **Keyword:**

Business diversification; provider, cyber world

### **“HIGH REACH” DAYCARE: EXPANDING THE BUSINESS**

107-1036-001

**Amelia E. Maulana**

2007

Services

#### **Abstract:**

“High Reach” Daycare was a children daycare provider in Jakarta. The company intended to expand its daycare business through several choices: franchising the daycare, which had been developed for one year, or developing the business organically, collaborating with a few office buildings.

#### **Keyword:**

Daycare business, franchising

### **STARBUCKS INDONESIA: BACK AND FORTH IN CUSTOMER'S PERCEPTION**

107-1036-002

**Robert A.B.**

2008

Food and Beverage

#### **Abstract:**

This case illustrates the marketing strategy of Starbucks when entering the Indonesian market. The market in Indonesia was totally different than the United States; different culture, different consumer's expectations and even different purchasing power.

#### **Keyword:**

Marketing strategy, different culture, customer's expectations

### **YAMAHA MIO: WHEN A MOTORCYCLE ACQUIRES A “GENDER”**

108-1013-001

**Robert A.B.**

2008

Manufacturing

#### **Abstract:**

This case discusses how Yamaha launched Yamaha Mio, a motorcycle designed for women, is mostly bought and used by men. The General Manager of Marketing and Promotion of Yamaha Motor Kencana Indonesia (YMKI) had to explain why Yamaha Mio was not bought by women, as their prime target market. This causes a dilemma on the team whether they should make adjustments to the marketing strategy facing this unexpected trend or not.

#### **Keyword:**

Marketing Communications, motorcycle, target market

### **The DIGITAL BEAT (DB): The Indonesian First Digital Music Shop**

107-1005-002

**Amelia E. Maulana**

2007

Creative industry

#### **Abstract:**

This case describes the start-up of a digital music shop called Digital Beat by Budi Raharjo, who has been interested in participating in the digital music business since he saw the big music market being ignored by the Major Labels recording companies. It also shows various reasons on how Budi Raharjo decided to start the business.

#### **Keyword:**

Digital music shop, music market, recording

### **COPYRIGHTED DIGITAL MUSIC DISTRIBUTION TOWARDS A HEALTHY INDUSTRY**

107-1005-001

**Andreas Raharso & Rudy Chatab**

2007

Creative industry

#### **Abstract:**

The introduction of the MP3 format forced the dramatic change in the music Industry Architecture. The new audio format was registered as the patent in April 1989 by Fraunhofer Institute. The issue of copyrighting in Indonesia's music industry has been a long and forgone story. Based on the 2004 data from The Age website, Indonesia ranked 4th in the illegal music industry market, worth as much as US\$ 89 million, equivalent to 80% of the total music industry.

#### **Keyword:**

Music Industry, copyright, digital music

### **Built to Serve: The Art of Strategic Services of an Indonesian Ad Agency Dwi Sapta**

108-1002-001

**M. Gunawan Alif**

2008

Advertising

#### **Abstract:**

Dwi Sapta, one of the advertising companies in Indonesia faced the rapid change in the advertising industry landscape. This case discusses the strategic marketing applied in the company, when Dwi Sapta must smartly developing and delivery its services to keep their clients loyal to them.

#### **Keyword:**

Marketing, services, strategic marketing



### **J.Co, It's Not Only a Donut**

108-1032-002

**Robert AB.**

2008

Food and beverage

#### **Abstract:**

This case study illustrates how J.Co, a doughnut seller, maintained their consumer enthusiasm. J.Co differentiated its products and services. Moreover, J.Co delivered convenient store ambience and showed its open kitchen to customer.

#### **Keyword:**

Value Proposition, doughnut, kitchen

### **MASSIV: BREAK THROUGH THE MYTH**

108-0607-001

**Robert A.B.**

2008

Manufacturing

#### **Abstract:**

This case describes a challenging opportunity for Massiv Green, an innovative green battery from Massiv, upon the high entry barrier in the battery industry. The company did a comprehensive industry analysis and Marketing Opportunity Analysis (MOA) to execute integrated marketing strategy. The company also diversified its existing market segment without cannibalizing previous existing market.

#### **Keyword:**

Marketing Management, marketing opportunity analysis, integrated marketing strategy

### **Do You Know The Best Restaurant Around Here? Refer to Jalansutra, Online Community "Wisata Kuliner"**

108-1013-001

**Amalia E. Maulana**

2008

Online Media

#### **Abstract:**

Jalansutra was a culinary lover mailing list and on 2008, its members passed the number of 13,000. This case describes on how the moderator could manage the problems emerging from growing number of members in Jalansutra.

#### **Keyword:**

Information Technology Management, Marketing Management, restaurant

### **Food, Fun and Friends: Natural Cooking Club (NCC) Community**

108-1024-001

**Amalia E. Maulana & Ida Krisnawati**

2008

Online community

#### **Abstract:**

This case describes the success of The Natural Cooking Club (NCC) in developing its activity. One of NCC's key of success was the perseverance of its founder in maintaining relationship with the members. The next challenge was how to maintain the sense of belonging from its members.

#### **Keyword:**

Brand Management, Marketing Management, cooking

### **ASTRO: A SHORT JOURNEY PAY-TV IN INDONESIA**

108-1027-002

**Amalia E. Maulana**

2008

Pay TV Industry

#### **Abstract:**

This case explains the problems faced by Astro Nusantara, a pay TV operated by PT Direct Vision since 28 February 2006, a joint venture between Astro All Asia Network plc and PT. First Media, Tbk., sub company of Lippo Group. Astro TV was criticized when it took exclusively the license of English Premiere League (EPL). This program used to be free but now people should pay to watch the program. Before the EPL resolved, Astro's management faced problem between the stockholders which ended the TV operation before it had a chance to grow.

#### **Keyword:**

Strategic Brand Management, Marketing Management, television

### **PT. ANGKASA PURA 1: PARTNERSHIP PROGRAM AND ENVIRONMENT PROGRAM**

108-1038-002

**Uci Sulandari**

**Robert A. B.**

2008

Airport Industry

#### **Abstract:**

This case study describes how PT. Angkasa Pura 1, a State Owned Enterprise (SOE) that manages airport services, conducts CSR programs that provide assistance for communities to improve their daily life facilities, such a construction the roads, construction of prayer house, and construction of public bathing facilities. This activity is categorized as corporate social marketing

#### **Keyword:**

Brand Management, Marketing Management, corporate social marketing

### 99 RANCH MARKET: PURSUING PREMIUM SUPERMARKET

109-1041-001

**Jeffrey R Tabalujan & Robert AB**

2009

Trading, Services, & Investment

#### **Abstract:**

This case describes about how 99 Ranch Market pursues to be a premium supermarket in Jakarta, Indonesia. 99 Ranch Market Indonesia desired to expand their market by opening a new store with several points to consider; from location, store concept, and the target market. For 99 Ranch Market, 2002 was its fifth year in the modern supermarket retail business. It started with only two branches: one in Kebon Jeruk in West Jakarta, and another in Pondok Indah in South Jakarta. These two areas were considered premium areas with high-end consumers. Desiring to expand and open a third store in 2003, President Director Nugroho also dissected the existing market and noted three points to consider. First: Which location would attract the target buyer community with the same preferences? Second: Should the same target market be the focus? Third: Should the store's design concept adopt the concept used in the other stores, or should a new concept be embraced?

#### **Keyword:**

Marketing Management, Retail Management, premium supermarket

Also publish at ECCH (<http://www.thecasecentre.org>). Case Reference no. 514-153-1

### SOUR SALLY: A BRAND FROM THE HEART

109-1042-001

**Stievan KH & Robert AB**

2009

Consumer Goods

#### **Abstract:**

This case illustrates the Sour Sally's value and competition. The process of development, including brand positioning, brand formulation, and brand delivery are presented. This can be used to develop a discussion about brand equity, brand positioning, brand formulation, and brand delivery. In this case, brand positioning was formulated by specifying a Point of Parity (PoP), which is a product category that will be entered and set by the PoD (Point of Difference), which contains the key to brand differentiation by Sour Sally. At the initial launch, Sour Sally occupied a new category. It was a pioneer in the frozen yogurt category and competed with a nearby cross-category, ice cream. Sour Sally also seeks to provide differentiation by building the perception of USA's brand, that is, by using the tag line "U.S. Premium" and "Non-Fat" Frozen Yogurt as a way to provide tranquility for the customers to consume this "ice cream" yogurt. Sour Sally's brand positioning was for a target market comprising women within 15 to 45 years of age.

#### **Keyword:**

Brand Management, Marketing Management, brand positioning, and yoghurt

Also publish at ECCH (<http://www.thecasecentre.org>). Case Reference no. 514-155-1

### **ALL-NEW CRV: ALIGNING MARKETING STRATEGY FROM GLOBAL INTO LOCAL**

110-1015-003

**I Gusti Putu Brahmaputra & Robert AB**

2010

Miscellaneous

#### **Abstract:**

This case explains about the success of marketing campaign in Honda's All-New CRV in Indonesia. The All-New CRV managed to capture a substantial amount of the SUV market share. As a global player in the automotive industry, Honda CR-V prepared toward multinational research to fit with consumer expectation. By marketing its products globally, Honda has the advantage in terms of economies of scale and greater marketing opportunities. When the CR-V to market in Indonesia, Honda implemented domestic marketing such as choosing the target market, product positioning, and integrated marketing communication. Many factors contributed to the success of the CR-V in Indonesia, but the value proposition of CR-V was the key factor. Honda is able to provide driving comfort sedan to a Jeep with a relatively lower price than its competitors at that time. Through this case study participant is expected to learn how to prepare a global company doing domestic product and marketing to increase product penetration.

#### **Keyword:**

Global Marketing, Marketing Management, sedan, product penetration

Also publish at ECCH (<http://www.thecasecentre.org>). Case Reference no. 514-154-1

### **BLITZMEGAPLEX: RAISING THE BAR OF CUSTOMER FANTASY AND FUN**

110-1027-002

**Dahlia Darmayanti**

**Asnan Furinto**

2011

Cinema

#### **Abstract:**

This case describes the birth of a new entertainment experience in the cinema industry called BlitzMegaplex. Dilemmas and challenges upon entering the industry were apparent in this case. In addition, another challenge is how BlitzMegaplex could indulge viewers who were netizen generation with new technology.

#### **Keyword:**

Marketing, entertainment, cinema industry

Also publish at ECCH (<http://www.thecasecentre.org>). Case Reference no. 512-086-1

### **Carrefour Indonesia: Growth via Alfa Acquisition**

110-0217-001

**Peter S. Aripin**

2010

Trading, Service, and Investment

#### **Abstract:**

This case describes the share acquisitions of PT Alfa Retailindo by PT Carrefour Indonesia in order to gain bigger market share and strengthen its position to be a leader in modern retail. The acquisition enables the company the right to operate all twenty-nine (29) supermarket chains of AlfaMidi. This case study challenges students to understand the decisions management should make to maintain or increase its market share, how to deal with customers, suppliers, and its other stakeholders such as associations. Various issues about setting and dealing with pricing, competition, supplier relationships and market dynamics could be learned from this case. Likewise, how a corporation can grow through acquisition or merger would be an interesting topic to cover.

#### **Keyword:**

Strategic Management, acquisition, market dynamics

### **SPACETOON: SURVIVING IDEAL KIDS PROGRAM IN INDONESIA**

110-1006-002

**Lianti Rahardjo & Adry Margrit Tanasale-Sutedjo**

2010

Miscellaneous

#### **Abstract:**

This case describes the first and only television station focusing on children in Indonesia, called SpaceToon TV. The channel is driven by a great concern on children development as the future leaders in Indonesia. SpaceToon TV exists with the purpose of not only providing quality shows that are entertaining, but also educating the children. The vision of SpaceToon TV is to actively participate in enhancing attitude, morale, skills, and broadening knowledge of Indonesian kids by providing selected and qualified programs.

#### **Keyword:**

Marketing Fundamentals, television station, children

### **BSD CITY: BIG CITY, BIG OPPORTUNITY**

110-1041-004

**Robert AB**

2010

Property & Real Estate

#### **Abstract:**

*Bumi Serpong Damai* (BSD), one of the leading property companies, created a consortium of four business groups that focused on residential houses and commercial buildings. The marketing channels used were above the line (ATL) and below the line (BTL) — such as participating in exhibitions, placing booth in the malls, and many more. Its unique product was the Edutown, an area covering fifty (50) hectares for universities with its supporting facilities.

#### **Keyword:**

Segmentation, Targeting, and Positioning (STP), marketing channels, above the line, below the line

### **HOLCIM: OFFERING SOLUTIONS THROUGH MARKETING INNOVATION**

111-1027-001

**Pantri Heriyati & Aisyah Hamid**

2011

Cement

#### **Abstract:**

This case exposes on how Holcim Indonesia differentiates itself from the stagnant competition in the cement industry by implementing integrated marketing communication, unlike other players. Holcim came out stronger when they launched —Solusi Rumah program. Targeted to low-income and middle-income earner in suburban and rural areas, the program is a continuation in supporting disaster relieves in Aceh and Yogya.

#### **Keyword:**

Consumer Behavior, cement industry, integrated marketing communication

### **KAWASAKI NINJA 250R: HEADING FOR SUCCESS THROUGH PRODUCT STRATEGY, BLUE OCEAN, AND BRAND LEVERAGING**

111-1029-001

**Tegas Adi Prasanda**

**Robert AB**

2011

Miscellaneous

#### **Abstract:**

Kawasaki Ninja 250R, a power sports motorcycle was launched in Indonesian market. Since its first generation, the Kawasaki Ninja was well known to satisfy the passion for a power sports motorcycle rider. PT. Kawasaki Motor Indonesia consistently produced quality products with developed technology. This case illustrates how the Kawasaki Ninja been able to capture market opportunities in motor sport. In this market niche there has been no single manufacturer who issued the motor sport with a relatively affordable price. Second, Kawasaki managed to exceed even the products that fit market expectations. Consequently on the third point, Kawasaki successfully applied the blue ocean strategy by releasing a product that resulted in competition becomes irrelevant. From this success, the mother brand benefited as leverage by the Kawasaki Ninja 250.

#### **Keyword:**

Marketing Management, motor sport, blue ocean strategy

### **Mr. SAFETY: The Co-branding Strategy of PT Bersama Bangun Persada**

112-1038-002

**Ario Setra Setiadi**

2012

Miscellaneous

#### **Abstract:**

This case describes how PT Bersama Bangun Persada (BBP) tried to implement a co-branding strategy with its lead representative brand without conflict and sacrificing a good partnership with the German principal.

#### **Keyword:**

Strategic Marketing Management, co-branding strategy, brand

### **The New Kid in Town: MINI "Countryman" Launch**

113-1015-005

**Adora Elisapeta Jones**

2013

Miscellaneous

#### **Abstract:**

MINI and its mother company, BMW, face stiff competition from the likes of Toyota, Nissan, Honda, GM, Suzuki and Daihatsu, all of which are expanding. Japanese producers, in particular, make up 95% of the market. In order for the Countryman to reach over 300,000 potential customers, MINI needed to translate its brand values into the Indonesian context successfully. The management team agreed to three main objectives: leveraging the MINI global reputation, promoting the vehicle's unique aspects, and launching a unique marketing scheme.

#### **Keyword:**

Marketing Fundamentals, International Business, Economics

### **Green Bay Pluit**

113-1038-006

**Robert A.B., Deky Krisyanto, Cecilia Febriani**

2013

Property

#### **Abstract:**

The development of the property industry is currently increasing significantly and provide options to the broader community in choosing the products that they want the property in accordance with the needs , ranging from product apartment , condominium , kiosks , and residential homes. PT Agung Podomoro Land Tbk . is a development company that provides hybrid concept of property through their latest product is the Green Bay Pluit which is a combination of residential properties and shopping centers. Although with a unique concept which is owned by Green Bay Pluit , there is a phenomenon faced by companies that kiosk sales slowed compared to the sale of apartment and condominium. After observation it was found that the problem of kiosk products that have not been focused target market, positioning is not clear and has not been optimally integrated marketing mix for product kiosk. Therefore, this case study is proposed to invite participants to analyze and develop marketing strategies with the aim of resolving the problem of Green Bay.

#### **Keyword:**

Property, apartment, Agung Podomoro, marketing mix

# ***STRATEGIC MANAGEMENT***

## **SOSRO: The King of Indonesian Tea Beverage**

107-1505-001

**Robert A.B.**

2007

Manufacturing

### **Abstract:**

This case explains the competitive advantage of Sosro when dealing with new entrants. Although Teh Botol Sosro has been well known throughout the country, its success wasn't build overnight. And, seeing how business situation today has changed, Sosro must redefine its existing resources and capabilities to reformulate its competency.

### **Keyword:**

Strategic Management, tea beverage, competitive advantage

## **TAHAPAN BCA: Innovation Champion through KlikBCA**

107-1508-001

**Gabriel Chanfarry Hadylaw**

2007

Banking & Finance

### **Abstract:**

This case describes the strategic management from Bank Central Asia (BCA) by launching KlikBCA (Internet Banking BCA). During the introduction to the public, BCA management had to choose the right strategy as other local banks that allocated extensive programs to educate customers about using internet banking did not attain substantial immediate results. Several options and solutions were discussed extensively among the steering committee team before launching KlikBCA.

### **Keyword:**

Strategic Management, bank, internet banking

## **GRIN: Indonesian Expansion**

107-0609-002

**Minaldi Loeis**

2007

Software Industry

### **Abstract:**

This case discusses the expansion of GRIN, a game-development company based in Stockholm. The expansion is needed to acquire the necessary creative talent in building the next generation of AAA games (multiple platform games). For market opportunities and talent, Jakarta seems to be a good location for finding talent. However, they wonder whether the city is the right location to expand the company and develop the capacity to compete in the future.

### **Keyword:**

General Management, market opportunities, creative talent



#### **PT. HOLLITECH: USING INTELLECTUAL CAPITAL TO WIN CUSTOMERS (PART A)**

107-0802-001

**Richard Kumaradjaja**

2007

Software

##### **Abstract:**

This case describes how Stephanus Mulianto, Director of PT. Hollitech, successfully developed applications software for the garment/apparel industry in Indonesia. Over the years, PT. Hollitech had grown into a medium-sized international IT services company delivering various solutions to financial institutions, garment, and hospitality industries.

##### **Keyword:**

Intellectual Capital, software, garment

#### **PortalHR: Answering the Challenge of Indonesia Online Portal Business**

107-1518-001

Boy Avianto

2007

Online-based Business

##### **Abstract:**

PortalHR, an online portal faced challenges how to increase the awareness of Indonesian human resources community. The case discusses how the company overcomes difficulties like financial and operational. In the future, PortalHR will have to face greater challenge, either from another competitor who could surface anytime or even from its own strategy, which will be tested if its strategy was capable enough to answer the future.

##### **Keyword:**

Strategic Management, human resources, portal

#### **BKM IN 2002, PRE-PAID ELECTRONIC BALANCE TOP-UP SERVICE WITH EDC (A)**

108-0609-003

**Andi Sama**

**Richard Kumaradjaja**

2008

Provider IT

##### **Abstract:**

This case explains about how PT. Bumi Kita Makmur (BKM) pursued a contract to provide the pre paid electronic top-up balance service for Telkomsel Auto refill. Its competitor was Jatis, another potential partner for mobile banking solution. If BKM succeeded with this indirect business relationship, BKM would win 5 years contract and secured the project over Telkom domination.

##### **Keyword:**

General Management, Innovation Management and Strategy, pre-paid electronic

### **BKM IN 2002, PRE-PAID ELECTRONIC BALANCE TOP-UP SERVICE WITH EDC (B)**

108-0609-004

**Andi Sama**

**Richard Kumaradjaja**

2008

ICT Industry

#### **Abstract:**

This case shared about BKM's business strategy such as financial side and operational side to deliver Telkomsel Autorefill project on time. BKM was able to deploy EDC in 9 regional Telkomsel offices in Indonesia.

#### **Keyword:**

General Management, Innovation Management and Strategy, pre-paid electronic

### **BNI INTERNET BANKING: GO OR NOT GO?**

108-1508-002

**Selvy Riana Tambunan & Firdaus Alamsjah**

2008

Banking & Finance

#### **Abstract:**

This case illustrates the achievement by Bank National Indonesia (BNI) who had completed its four e-channel services. The blueprint of Internet banking project was postponed because the IT division implemented the core-banking project in 2005 at the same time. This internet banking project was very important to increase market penetration and awareness of customer. The management faced a dilemma about when the internet banking project should be launched.

#### **Keyword:**

Strategic Management, bank, market penetration

### **MAMA ROZ, INSTANT FRESH FRUIT JUICE: BLUE OR RED OCEAN**

108-1513-002

**Amalia E. Maulana**

2008

Food and Beverage

#### **Abstract:**

This case discusses how blue ocean strategy was implemented on Mama Roz products. Mama Roz, a new brand of fresh fruit juice, was considered as the most saleable fresh fruit juice product in top class supermarkets.

#### **Keyword:**

Strategic Marketing, fresh fruit juice, brand

### **WIJAYA KARYA (WIK): DIVERSIFICATION STRATEGY**

108-1520-001

**Benny B. Soebagjo & Firdaus Alamsjah**

2008

Contracting

#### **Abstract:**

This case describes Wijaya Karya's (WIK) plan to diversify its business from electrical, high-rise building, fly-over, and more by acquiring a mechanical engineering and engineering consultancy company specializing in power plants. WIK also plans to acquire toll-road operators and mining contractors, apart from its plan to enter international market. What is the best strategy for WIK to execute its diversification?

#### **Keyword:**

Strategic Management, toll-road, mining, contractors

### **Medco Energi International: Growth through Product or Geographic Diversification**

109-1515-002

**Firdaus Alamsjah & Monica Anggraeni**

2009

Infrastructure, Utility, & Transportation

#### **Abstract:**

This case describes about Medco Energi's strategy to raise the company's revenue. As the sources of fuel became limited, the company had to find other ways to stay in the business. The company opted for the diversification strategy; what kind of strategy should be implemented, whether through product diversification, market diversification, or a combination of both.

#### **Keyword:**

Strategic Management, fuel, diversification strategy

### **Korindo Heavy Industries: Setting a New Direction (A)**

109-1508-003

**Minaldi Loeis**

2009

Automotive

#### **Abstract:**

A new challenges faced by Korindo Heavy Industries as a new venture in motor vehicle manufacturing or automotive industry. Having no prior experiences in the automotive industry, Korindo saw the challenge as an opportunity. To do so, Korindo needs to set up working systems, address critical issues such as market penetration strategy, along with competitive strategies for their new products.

#### **Keyword:**

Strategic Management, automotive industry, market penetration strategy

### **KORINDO HEAVY INDUSTRIES (B)**

109-1508-004

**Minaldi Loeis**

2009

Automotive

#### **Abstract:**

This is the second case of Korindo Heavy Industries. This case shows how Korindo Heavy Industry formulates and executes the new strategy upon entering the automotive industry. Having a new vision and mission was important to communicate how the new company would be and how the new vision will be implemented.

#### **Keyword:**

Strategic Management, automotive industry, market penetration strategy

### **PT NYONYA MENEER: SURVIVING THE TRAGEDIES, LEADING TO SELF GOVERNANCE**

110-1522-002

**Stephanus Remond Waworuntu**

2010

Consumer Goods

#### **Abstract:**

This case is about how the third generation of *Nyonya* (Madame) Meneer family begun restructuring the company to accommodate and maintain a better relationship between the family, shareholder, and the management in the future; while at the same time reflected the family governance among the family members.

#### **Keyword:**

Management and Organizational Behavior; Strategic Finance and Corporate Governance

### **Growing Together In Partnership: The Case of Unilever and The Black Soybean Farmers In Indonesia**

110-0309-002

**Chrysanti Hasibuan-Sedyono**

2010

Consumer Goods

#### **Abstract:**

This case explains about the initiation of partnership between PT Unilever Indonesia and smallholder farmers to fight poverty. The program was a mutual business partnership between PT Unilever Indonesia as the producing and marketing its brand and smallholder farmers to grow black soybeans as the suppliers with the help of Gadjah Mada University in developing better varieties of black soybeans.

#### **Keyword:**

Business Ethics, brand, soybeans

### **SPREAD THE WINGS, CHALLENGE THE GIANT: BLITZMEGAPLEX V. 21CINEPLEX**

110-1519-001

**Erika Metta Mudita & Robert AB**

2010

Trading, Services, & Investment

#### **Abstract:**

This case describes the competition between Blitzmegaplex, as the new entrant to the cinema industry, and 21 Cineplex, as the market leader. Blitzmegaplex's entrance into the industry forced 21 Cineplex to make a counter-attack strategy. In addition, there were other direct and indirect competitors which influenced the existence of Blitzmegaplex in the cinema industry in Indonesia.

#### **Keyword:**

Strategic Management, monopolistic competition, cinema

### **XL AXIATA: OVERTURNING INDONESIA'S TELCO INDUSTRY**

111-1503-001

**Firdaus Alamsjah**

2011

Infrastructure, Utility, & Transportation

#### **Abstract:**

This case describes how XL Axiata changes its business strategy from high-price low-volume to low-price high-volume. To execute the strategy, XL had to change the company culture as well as its people management practices. The results affected the nation's telecommunication industry: Prices plummeted, competition increased, and consumer's spending increased.

#### **Keyword:**

Strategic Management, telecommunication industry, company culture

Also publish at ECCH (<http://www.thecasecentre.org>). Case Reference no. 312-173-1

### **SUCCESSFUL TURNAROUND RECAPITAL'S WAY: CASE STUDY OF PT AETRA AIR JAKARTA**

111-1520-001

**Gabriel Chanfarry Hadylaw & Fingerlin Angelisa**

2011

Consumer Goods

#### **Abstract:**

This case discusses how Recapital managed to acquire PT Aetra Air Jakarta and implemented a turnaround strategy. The company experienced growth and performance improvement in terms of volume water sold, NRW, and the number of customers.

#### **Keyword:**

Strategic Management - Strategic Marketing Management, turnaround strategy

Also publish at ECCH (<http://www.thecasecentre.org>). Case Reference no. 312-201-1

#### **ENERVON-C: EXTENDING PRODUCT LIFE CYCLE**

112-1041-012

**Insan Perdana Prawirayudha & Robert AB**

2012

Consumer Goods

##### **Abstract:**

PT Darya-Varia Laboratoria, Tbk tried to prevent Enervon-C from declining. The company should formulate the best strategy to maintain its position as consumers' first choice of multivitamin.

##### **Keyword:**

Marketing Management, Strategic Marketing, consumer

#### **Virtual Banking Channel in Consumer Banking through "BNI Taplus"**

112-1504-001

**Gabriel Chanfarry Hadylaw**

2012

Banking & Finance

##### **Abstract:**

This case describes how BNI determined not to be defeated by its competitors and intended to win back the title of the largest bank in Indonesia by improving their distribution channels.

##### **Keyword:**

Strategic Management and Strategic Marketing Management, bank, distribution channel

#### **RAJA BASO TAHU SABOGA: PAST, PRESENT, AND FUTURE**

112-1502-011

**Indra Kusumawardhana & Gerald Ariff**

2012

Trading, Services, & Investment

##### **Abstract:**

Raja Baso Tahu SABOGA is a very famous street food in Bandung. The case explains how SABOGA successfully formed the new business model and entered new segment in shopping malls in Jakarta.

##### **Keyword:**

Hospitality Marketing Management, Strategic Management, business strategy

#### **BANK SYARIAH MANDIRI: GOLD PAWN PROGRAM**

112-1507-008

**Aggi Nauval**

2012

Banking & Finance

##### **Abstract:**

This case explains how the Gold Pawn program of Bank Syariah Mandiri and how the company should improve its competition strategy in order to maintain the business.

##### **Keyword:**

Corporate & Business Strategy, Essential Business Management, bank, competition strategy

## **BANK BNI SYARIAH: HASANAH CARD PROGRAM**

113-1507-001

**Aggi Nauval**

2013

Banking & Finance

### **Abstract:**

This case study explores about the concept of Hasanah Credit Card (HC) of BNI Syariah (BNIS HC). As a new product from Sharia Business Unit, BNIS HC should find the way to compete with other syariah product in Indonesian market as well compete with conventional card rivals. Afterwards BNIS HC also have to capture the consumer trend yet fundamental approach towards a complete framework to apply in daily business activity. BNIS HC main task is to understand and win the competition by choosing its own segments or community. Yet competition for profits goes beyond established credit card rivals to include four other competitive forces as well: customers, suppliers, potential entrants, and substitute products.

### **Keyword:**

Corporate & Business Strategy, credit card, bank

## ***TECHNOLOGY & OPERATIONS MANAGEMENT***

### **AIR WAR IN INDONESIA: GARUDA INDONESIA AND LION AIR**

107-1108-001

**Firdaus Alamsjah**

2007

Airline

#### **Abstract:**

This case discusses the operation strategies chosen by the airline industry in Indonesia, presented by Garuda Indonesia and Lion Air. They could compete either on services or cost. The chosen strategy could work well if the strategy could be executed at all levels. In this case, it highlighted the operation strategies of Garuda Indonesia and Lion Air.

#### **Keyword:**

Crafting and Executing Strategy, operation strategy, airline industry

### **MARTHA TILAAAR: INNOVATIVE PRODUCT DEVELOPMENT OF BOTU-LIKE**

107-1120-001

**Firdaus Alamsjah**

2007

Cosmetics

#### **Abstract:**

This case study explains about the innovative product improvement from PT. Sari Ayu Indonesia, Biokos Botu-Like. The product was created to leverage the brand as high-end anti-ageing treatment, which was expected to compete with similar, foreign-manufactured products marketed by well-known international cosmetics brands. However, they wondered whether this continuously-explored innovation process was able to grasp what the market needed and wanted.

#### **Keyword:**

Operational Management, Marketing innovative product

### **TUNAI BCA**

107-1120-002

**Minaldi Loeis**

2007

Banking & Finance

#### **Abstract:**

This case describes Tunai BCA, a banking product which lets BCA customers withdraw cash from cashiers at participating retail stores as the customers pay for their purchases using the BCA ATM card, "Paspur BCA". It shows how BCA spread the idea and used Tunai BCA to further enhance the bank's offerings in providing convenience to BCA cardholders, merchants, and to the bank itself.

#### **Keyword:**

Operational Management, Marketing, bank



### **ABN AMRO Software Delivery Management**

108-0907-001

**Erwin Adi**

2008

Banking & Finance

#### **Abstract:**

This case shows when ABN AMRO, the oldest foreign bank in Indonesia, was considering having an internal IT Delivery Management. While still maintaining its role in the banking industry, the bank could avoid depending too much on some external suppliers when it came to satisfying its information technology requirements.

#### **Keyword:**

Management of IS, foreign bank, information technology

### **BLUE BIRD GROUP: A RELIABLE TRANSPORTATION PARTNER**

109-1119-001

**Firdaus Alamsjah**

**Yuana Mardhiana**

2009

Infrastructure, Utility, & Transportation

#### **Abstract:**

This case discusses how Blue Bird, one of subsidiaries of The Blue Bird Group (BBG), a leading transportation service company in Indonesia with a fleet of 8,640 units, including taxis, limousines, buses and container trucks in many strategic locations in Jakarta and the major cities in Indonesia. The case analyses how the company improved their business and inefficient process by considering new investment in Enterprise Resource Planning (ERP) implementation. Before choosing this decision, the company faced dilemma on strategic choices between increasing the car fleet, or invest in the ERP system. At that time, the Jakarta Government offered new scheme the taxi industry to use Japanese used-cars. It seemed an interesting opportunity. On the other hand, if the company invested in ERP, should it apply all ERP's module or only several modules that needed the most in company's system, or should it integrate data from all departments and make it real-time?

#### **Keyword:**

Technology and Operations Management, transportation service, Enterprise Resource Planning

Also publish at ECCH (<http://www.thecasecentre.org>). Case Reference no. 614-072-1

### **ASAHIMAS IN FACING THE OIL PRICE INCREMENT IN 2005 AND ITS EFFECT TO THE COMPANY'S BUSINESS**

109-1101-001

**I Made Arya Swastika**

**Richard Kumaradjaja**

2009

Basic Industry & Chemical

#### **Abstract:**

This case describes how Asahimas established a task force team to continue the study of fuel conversion, aiming to reduce cost of production without loss of production, no materials in the flat glass process should change, and the project should be completed as soon as possible. Despite the noble aim of the project, there were still questions remained for the management whether they should continue the conversion program or not.

**Keyword:** Operation Management, cost of production, fuel conversion

### **PT EDP MEDIA: GO SIX SIGMA**

109-1121-001

**Yulie Angraeni & Peter S Aripin**

2009

Trading, Services, & Investment

#### **Abstract:**

This case describes the implementation of Six Sigma in PT EDP MEDIA, using the DMAIC five (5) stages approach; namely Define, Measure, Analyze, Improve, and Control. It was claimed by the CEO that the Six Sigma project initiative was successful though more improvements and optimal benefits were anticipated further in the future.

#### **Keyword:**

Operations Management, Operation Fundamental, Six Sigma

### **D'COST SEAFOOD RESTAURANT'S LOW-COST STRATEGY: THE LESS-TRAVELED ROAD TO SUCCESS**

109-1119-003

**Andy Lunarjanto**

2010

Trading, Services, & Investment

#### **Abstract:**

D'Cost Seafood Restaurant was very phenomenal in establishing a unique position in the Indonesia restaurant industry. D'Cost has successfully implemented its vision and mission to provide the market with good quality seafood at a very affordable price level. The strong point of D'Cost strategy was the fact that they have huge faith on their customers and suppliers.

#### **Keyword:**

Supply Chain Management, restaurant, customer

### **TAKING THE LEAP: FROM PORN TO STAR**

110-0902-001

**Minsani Mariani**

**Mathias Dharmawirya**

**Ahmad Seiichi Ramadhan**

2010

Trading, Services, & Investment

#### **Abstract:**

This case explains how KASKUS, an online forum community, was voted as one of the most visited websites in 2008 after being heavily associated as a porn forum. KASKUS is a social media using forum community platform and the founder is Andrew Darwis (Founder and Chief Technical Officer of Kaskus) and Ken Dean Lawadinata (the Chief Executive Officer (CEO)). Danny Oei Wirianto, the new appointed Chief Marketing Officer (CMO) of Kaskus Network, has a lot of ideas and thoughts. He was sure that Kaskus had massive potential but was overwhelmed by the negative image it possessed. Kaskus was one of the most visited Indonesian websites according to Alexa.com in 2008. Kaskus was an online forum community which had grown by word of mouth marketing of its members and mainly consisted of a user-generated content forum and a trading section. The cases shows how KASKUS struggled with the porn image and how to capture the tremendous growth of the Internet users in Indonesia while at the same time the Indonesia government imposed a new law of information and electronic media which forbids websites from containing pornographic content.

#### **Keyword:**

E-Business Concepts and Issues, pornographic, internet users

### **IT BLUEPRINT READINESS FOR JAKARTA INDONESIA MULTICULTURAL SCHOOL (JIMS)**

110-0907-002

**Erwin Adi**

**Satrio Pradono**

2010

Miscellaneous

#### **Abstract:**

This case describes the intention of Alexander Irwan, the owner of Jakarta International Multicultural School to invest in an IT solution that aligned with the school's vision. The Jakarta International Multicultural School (JIMS) is an international school located in Ciputat, Banten province in Indonesia. Until November 2009, the school did not have sufficient information and communication technology (ICT) system to support its teaching and learning processes. The existing system was only an artistic, but unfortunately, static website to promote the school on the Internet platform. To anticipate its constant growth, JIMS had designed a blueprint for building its ICT system that reflected what the stakeholders needed. However, it was still insufficient to support customer's demand. In order to translate the high-level aspect of its forethoughts into doable elements, works must be done to produce an IT blueprint. The case shows in detail how a team (called the Mars team) built the IT blueprint from the beginning until the end.

#### **Keyword:**

Risk Assessment and Mitigation, IT blueprint, communication technology

### **Timah: Strategic IT Transformation To World-Class Tin Mining**

110-0907-004

**Minsani Mariani**

2010

Mining

#### **Abstract:**

This case describes how TIMAH required an accurate system that contained real-time information about the performance of its diverse operation. PN TIMAH is a state-owned enterprise responsible to manage the mining output in Indonesia. In late 2007, Alwin Albar, who was just assigned as the head of information system (IT) in Timah, had received special requirement from the board of directors to deliver the performance report of the previous week's activities. But at that time the system used by Timah was unable to produce the consolidated report needed. TIMAH had implemented SAP software, but they needed a system that was able to monitor data from production to sales and beyond to get the level of information they wanted. The Executive Committee, wanted to have accurate and live information about the business. They need a system that gives them better visibility of the performance of Timah's diverse operations. It meant they had to implement end-to-end business processes using SAP solutions to support them.

#### **Keyword:**

Enterprise Resources Planning, SAP, information system

### **Bukabuku.com – Selection, Convenience, and Price**

110-1119-002

**Dax Ramadhani**

2010

Trading, Services, & Investment

#### **Abstract:**

This case explains how the on-line book provider; BukaBuku.com was very successful in its first four year. However, despite its great success, they had received several signals from the marketplace that the momentum of BukaBuku.com's growth that they had created in the past four (4) years had slowed down. While it might be a good time for consolidation after a series of explosive years, the slowdown was perceived to be coming too soon.

#### **Keyword:**

Operations and Supply Chain Management, price

# Case Study Test Run

## **Connecting Accountants to Sustainability Reporting**

By Dewi Fitriasaki



Mrs. Dewi Fitriasaki proudly invites Mr. Ali Darwin, the Executive Director of the National Center for Sustainability Reporting (NCSR) in case study test run.

Test run is a final evaluation for a new case study to find out whether the case is applicable and useful for the user.



BINUS International students could understand the case well. Besides BCC staff, Mr. Ali also excitedly observes all the activities during the test run.

At the end of session, Mr. Ali introduces what is sustainability reporting and connected accountants to sustainability and why it's needed to be established.





## Book Launch “ The Case Method: Mendidik Manajer Ala Harvard” by Hadi Satyagraha - August 22, 2013



In August 2013, BINUS Case Center cooperated with Erlangga Publisher held a book launch event; “The Case Method: Mendidik Manajer Ala Harvard” by Hadi Satyagraha.

Mr. Satyagraha explained about teaching method based on case study usage in the classroom with active learning system and student-centered orientation. The case study method is accepted as another alternative in bringing real-life experiences based from real cases faced by the companies into the classroom.



## Case Launch and CEO Speaks PT GarudaFood: Nut Transformation with Sudhamek AWS - June 6, 2013



In June 2013, BINUS Case Center cooperated with BINUS Business School held Case Launch + CEO Speaks “PT GarudaFood”. In this event, Mr. Sudhamek AWS as the chairman of GarudaFood Group shared his experiences in building GarudaFood Group as one of the most prominent companies in Indonesia.

GarudaFood Group with BINUS Case Center also launched “PT GarudaFood: Nut Transformation”, a case study on Mr. Sudhamek’s leadership in GarudaFood’s business transformation.







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