

ANALYSIS OF COMPANY STRATEGY USING THE BOSTON CONSULTING GROUP (BCG) MATRIX AT CV. TJAHAJA BARU

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Abstract: *The success of a company in achieving its business goals is closely related to its marketing capabilities as a vital department that interacts directly with consumers. Before formulating an effective strategy, a thorough analysis of the company is essential. A widely used company analysis approach is the BCG Growth/Share Matrix, pioneered by the Boston Consulting Group (BCG), a private management consulting firm headquartered in Boston, known for its expertise in market share development. This study examines the strategic positioning of CV. Tjahaja Baru Simpang Empat using the BCG Growth/Share Matrix. The company, a Yamaha motorcycle distributor, demonstrated a 10.7% sales market growth from 2021 to 2022. The relative market share of Yamaha increased from 0.17 to 0.32 within the same period. Despite this growth, the company's market share remains below one, suggesting room for improvement. CV. Tjahaja Baru Simpang Empat falls within the "Question Mark" quadrant, denoting high growth potential with low market share. A "Build" strategy is recommended, capitalizing on the growth opportunity to increase market share. This research underscores the significance of strategic planning, utilizing the BCG matrix to guide marketing strategies and enhance business success.*

Keywords: BCG Matrix, Management Strategy, Marketing.

1. Introduction

The success of a company in achieving its business goals is closely related to its marketing capabilities as a vital department that interacts directly with consumers. To achieve this success, companies are required to enhance their ability to manage and market their products. Marketing as a crucial department within a company necessitates a structured and comprehensive process involving market planning (Subhan & Peratiwi, 2017). This process begins with market research to understand consumer characteristics and behaviors, as well as to identify opportunities to meet their needs and desires while offering competitive advantages in the community (Sulasih, 2020). Therefore, the smooth operation of a company heavily relies on effective management in devising both short-term and long-term corporate strategies.

Before formulating precise strategies for a company, a thorough analysis is imperative. The most widely utilized corporate analysis approach is the BCG Growth/Share Matrix, pioneered by the Boston Consulting Group (BCG), a private management consulting firm headquartered in Boston, renowned for its expertise in market share development (Maristia, 2020; Putra, 2014). The Boston Consulting Group (BCG) matrix is a tool, including the internal-external (IE) matrix, specifically designed to enhance multi-divisional companies by formulating the most suitable

strategies (Umar, 2005b). The BCG Matrix analysis method helps business units determine their position within four categories: Dogs, Question Marks, Stars, and Cash Cows, based on a combination of market growth and relative market share.

The BCG (Boston Consulting Group) technique is a marketing analysis used to determine marketing strategies according to the market share growth matrix. This matrix highlights various diagnostic decisions that necessitate a company to allocate resources to productive products and/or services. Fundamental assumptions underlying the Boston Consulting Group (BCG) analysis: Products/services with relatively large and rapidly increasing market share tend to yield high profitability and maintain stable competition. Conversely, products experiencing slow market growth require substantial investment to increase market share. In this scenario, Boston Consulting Group (BCG) recommends adjusting cash distribution for business activities based on market share development. Each company can opt for a market share growth strategy if it possesses a competitive advantage and sufficient funds for its development.

The object of this research is CV. Tjahaja Baru Simpang Empat. CV Tjahaja Baru Simpang Empat is a company engaged in the distribution of Yamaha motorcycles. Established in 2006, it operates as a branch of the company headquartered at Damar Street No. 51, Padang. As an internationally-scaled company, CV. Tjahaja Baru operates at the highest level, classified as a large-scale enterprise. At this level, the capital required to establish the business incurs significant costs. In this large-scale context, the company can take various forms, dominated by large industries and national and international-scale enterprises.

Based on sales data from the Indonesian Motorcycle Industry Association (AIS), as follows:

Table 1. Motorcycle Sales in West Pasaman in 2022

| No | Manufacturer | 2022 Sales |
|----|--------------|-------------|
| 1 | Honda | 3,441 units |
| 2 | Yamaha | 1,099 units |

Source: Secondary data, 2022

From the data above, it can be seen that CV. Tjahaja Baru Simpang Empat successfully secured the second position with a sales record of 1,099 units throughout the year 2021. This positioning enabled CV. Tjahaja Baru Simpang Empat to capture a market share of 24% of the total domestic motorcycle sales. However, CV. Tjahaja Baru Simpang Empat holds the second position after PT. Hayati Pratama Mandiri Pasaman Barat. In order to enhance its market dominance and attain a wider market share, the company needs to ascertain its position in the motorcycle industry. The company's objective is to maximize its value and achieve optimal outcomes. To accomplish this goal, the company's management must identify strengths and weaknesses in comparison to its competitors and establish a strategic concept based on the Boston Consulting Group (BCG) matrix.

The tool used by the author to determine the company's strategy at CV. Tjahaja Baru Simpang Empat is the Boston Consulting Group (BCG). The author chose to utilize the Boston Consulting Group (BCG) method because the BCG matrix is specifically designed to assist multi-divisional companies in formulating strategic management efforts. Based on this background, the author is interested in exploring the title "Strategic Analysis of the Company

Using the Boston Consulting Group (BCG) Matrix Approach at CV. Tjahaja Baru Simpang Empat."

2. Theoretical Framework

2.1 Marketing

Marketing is a crucial activity for all business practitioners as it significantly impacts sustainability, profits, and business growth. According to Tjiptono Fandy (2020), marketing involves creating, distributing, promoting, and pricing goods, services, and ideas to facilitate satisfying exchange relationships with customers and to build and maintain positive relationships with stakeholders in a dynamic environment. Limakrisna & Susilo (2012) state that marketing is an economic activity contributing to the creation of economic value, which determines the prices of goods and services. Essential factors in creating this value are production, marketing, and consumption, with marketing serving as the link between production and consumption.

2.2 Strategic Management

Management refers to the science and art of effectively and efficiently organizing the utilization of human resources and other resources to achieve specific objectives. Management is the science and art of motivating and persuading others to work towards formulated goals (Zulianti & Aslam, 2022). Hence, it requires foundational knowledge, analytical skills, and consideration of available human resources to devise appropriate strategies that interconnect activities towards goal attainment. (Handoko, 2009) emphasizes that management is both a science and an art, incorporating other disciplines such as economics, statistics, accounting, and more. These fields can be universally studied. According to Assauri (2014), management involves activities or efforts aimed at achieving goals by coordinating the activities of others. Effective refers to achieving planned goals, while efficient implies carrying out tasks correctly, organized, and on schedule. David (2011) defines strategic management as the art and knowledge of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals.

Umar (2005a) highlights several essential components within strategic management, including:

- a. Business environment analysis to identify business opportunities and threats;
- b. Company profile analysis to identify company strengths and weaknesses;
- c. Business strategies for achieving company objectives;
- d. Company mission.

According to David (2011), the strategic management process involves three stages:

- a. Strategy formulation, which entails planning future steps to build the organization's vision and mission, defining strategic and financial goals, and designing strategies to achieve these goals to provide the best customer value.
- b. Strategy implementation, encompassing setting annual operational targets, company policies, motivating employees, and allocating resources to implement established strategies.
- c. Strategy evaluation, a means for businesses to assess their position in striving towards strategic goals.

According to Porter, as cited in (Umar, 2005a), strategic management within an organization consists of two levels:

- a. Corporate strategy: Strategies for the entire organization.
- b. Business unit strategy: Strategies for each business unit within the organization. As the objectives of business unit strategies focus on missions and competitive advantages, considerations for growth rate and market share guide the choice of applicable strategies, namely:
 - i. Build: Low market share, high growth, investment opportunity to increase market share.
 - ii. Hold: High market share, high growth, investment opportunity to maintain market share.
 - iii. Harvest: High market share, low growth, no need for investment, focus on short-term profit and cash flow.
 - iv. Divest: Low market share, low growth, no investment opportunity, discontinuation (liquidation) of the business.

2.3 Boston Consulting Group (BCG) Matrix

Boston Consulting Group (BCG) is a private management consulting firm headquartered in Boston, specializing in market share development. It was developed and popularized by a leading management consultant. The BCG matrix, created by Bruce Henderson for Boston Consulting Group in 1970, assists companies in analyzing their business units or product lines. The BCG matrix allocates resources and serves as an analytical tool in brand marketing, product management, strategic management, and portfolio analysis.

Founded in the early 1970s by Bruce D. Henderson, Boston Consulting Group (BCG) was initially a management and consulting division of Boston Safe Deposit and Trust Company, a subsidiary of Boston Company. Henderson, a former Bible salesman, was an engineering scholar at Vanderbilt University before attending Harvard Business School. He left HBS 90 days before graduating to work at Westinghouse, where he became the youngest vice president in the company's history. He would leave Westinghouse to lead the Management Services Unit before accepting a challenging opportunity from Boston Safe Deposit and Trust Company's leadership to start consulting services for banks.

2.4 The Objectives of the Boston Consulting Group (BCG) Matrix

- a. Develop market share strategies for product portfolios based on their cash flow characteristics.
- b. Allocate product marketing budgets to maximize long-term cash flow.
- c. Measure management performance based on product performance in the market.
- d. Determine the relative position of the studied business unit to devise appropriate strategies.

The primary goal of the Boston Consulting Group (BCG) Matrix is to identify which products deserve attention and financial support to ensure their longevity and contribution to the company's long-term performance. Each product has a product life cycle, with each stage

representing different risk profiles. Generally, companies should maintain a balanced portfolio of marketed products, which may span both high and low growth products. A product with high growth requires efforts and resources to market it, build distribution channels, and establish sales infrastructure, with the hope of generating future profits.

2.5 Uses of the Boston Consulting Group (BCG) Matrix

The Boston Consulting Group matrix is used to understand the market, optimize portfolios, and allocate resources effectively. To understand the BCG matrix, it's essential to grasp how market share and market growth are interconnected. Market share is the percentage of the total market served by a company, either in terms of revenue or volume. The higher the market share, the larger the portion of the market controlled. The BCG matrix assumes that if you have a high market share, you'll make money. Market growth serves as a measure of market attractiveness. If the market experiences high growth compared to the total market, businesses can easily increase their profits, even if their market share remains stable. Conversely, a low market share condition may not lead to profit growth, and a high market share condition might not be profitable without aggressive discounting efforts.

2.6 The Boston Consulting Group (BCG) Matrix Method

The Boston Consulting Group (BCG) analysis method is used to develop strategic business unit plans by classifying a company's profit potential (Kotler & Keller, 2002). The BCG Matrix divides a region into four areas (quadrants) by two lines, vertical and horizontal. These four areas are named Question Mark, Star, Cash Cow, and Dog. The horizontal line depicts the relative position of the company's market share, while the vertical line illustrates the level of market share growth.

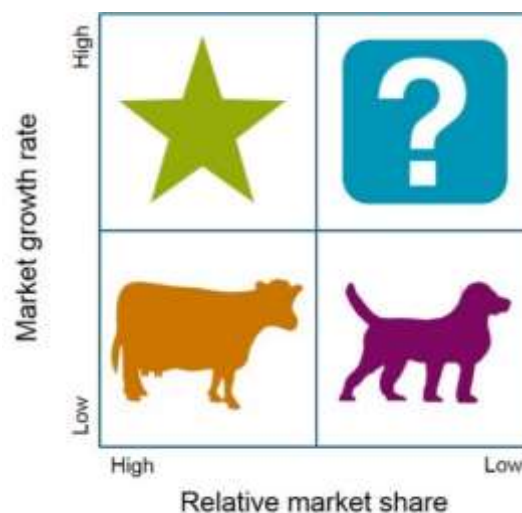


Figure 1. Boston Consulting Group (BCG) Matrix Mapping

Figure 1 illustrates that there are four distinct areas depending on the positioning of product-market combinations within a quadrant.

- a. Question Mark:

Units with potential in a high-growth market but with a relatively low market share. When located in the Question Mark quadrant, a company requires significant funds to invest in factories, equipment, and employees to keep up with rapid market growth. The term "Question Mark" is appropriate as the company must carefully consider whether to allocate funds to this business.

- b. Star:
A Star is a market leader in a rapidly growing market. However, being a Star does not necessarily mean positive cash flow for the company. If a Question Mark business succeeds, it transitions into the Star quadrant. Companies need to invest substantial funds to match rapid market growth and outperform competitors.
- c. Cash Cow:
A Cash Cow generates ample cash for the company. If market growth drops to below 10%, a Star becomes a Cash Cow as long as it maintains the largest relative market share. Businesses no longer need to fund business capacity since market growth has slowed. Additionally, companies can enjoy economies of scale and higher margins. Cash Cows are used to pay bills and support other business categories.
- d. Dog:
A Dog represents a business with low market share in a slow-growing market. Dogs typically generate low profits or even incur losses, occasionally generating some cash.

The horizontal and vertical lines have formulas that depict relative market share and market growth, used to precisely determine the position of the researched product. The following explains how to measure relative market share and market growth in a simple manner.

After mapping and determining its position in the BCG matrix, a company must devise strategies aligned with that condition. This will determine whether the portfolio is categorized as healthy, very healthy, or potentially risky. The number of businesses in the Dogs category should not be excessive, and prompt decisions must be made for those in the Question Mark quadrant. A balance between Stars and Cash Cows is needed, with more Stars than Cash Cows to convert more businesses into Cash Cows.

There are four main strategies that can be applied to business units, brands, or products within the Boston Consulting Group (BCG) Matrix (Umar, 2005a):

- a. Build:
The goal of this strategy is to increase market share by investing in the product or business unit. This strategy is typically used to transition products or businesses in the Question Mark category into Stars or Cash Cows.
- b. Hold:
The goal of this strategy is to maintain products in their current categories. It's usually applied to profitable Stars and Cash Cows.
- c. Harvest:
The goal of this strategy is to maximize short-term cash flow while maintaining products in their current categories. It's often used for profitable Stars and Cash Cows.
- d. Divest:
The goal of this strategy is to close or liquidate a business, or to sell off business units or products that are unprofitable or have low market share. Divestment strategies are

commonly employed for products or business units in the Dog category that hinder company profits.

3. Research Method

The type of research used in this study is qualitative research. Qualitative research emphasizes its analysis on data in the form of words, narratives, or sentences obtained from data collection or through literature and field studies. According to (Moleong, 2004), qualitative research also aims to present a holistic view that requires careful observation. The unit of observation in this study is CV. Tjahaja Baru Simpang Empat.

The unit of analysis in this study is sales data for CV. Tjahaja Baru Simpang Empat from 2021 to 2022. The focus of this study is to determine market growth and relative market share, aiming to ascertain the position of products from CV. Tjahaja Baru Simpang Empat on the Boston Consulting Group (BCG) Matrix. This aids in formulating management strategies that CV. Tjahaja Baru Simpang Empat can utilize to enhance sales and capture market share.

3.1 Concept Definitions and Operational Definitions

3.1.1 Concept Definitions

According to Umar (Umar, 2005a), a concept is a set of theories that categorize and group specific objects with similar characteristics. The chosen concept in this study is the Boston Consulting Group (BCG) Matrix.

According to (Umar, 2012), the Boston Consulting Group (BCG) Matrix is a matrix and internal-external (IE) matrix specifically designed to enhance the efforts of multidivisional companies in formulating the most suitable strategies.

3.1.2 Operational Definitions

Operational definition in this study is as follows:

- a. Market Growth is the projected sales rate for the market to be served. It is usually measured by the percentage increase in value or volume of sales over the past two years. To determine market growth rate, the required data are the sales volume of CV. Tjahaja Baru Simpang Empat in the years 2021 and 2022.

$$\text{Market growth in year N} = \frac{\text{Sales amount of year N} - \text{Sales amount of year N-1}}{\text{Total sales in year N}} \times 100\%$$

- b. The level of Relative Market Share shows the size of the market share of the sales volume of motorcycle products at CV. Tjahaja Baru Simpang Empat compared to its competitors. Relative market share itself is the share of a company's total industry sales in a particular market..

$$\text{Relative market share} = \frac{\text{Number of sales in year N}}{\text{Total sales of competitors in year N}}$$

- c. Boston Consulting Group (BCG) matrix positioning analysis of the company
 - i. Identify and divide the company into SBUs (strategic business units).

- ii. Assess and compare the prospects of each SBU based on two industries: its relative market share and the growth rate of the SBU's industry.
- iii. Assess and compare the prospects of each SBU based on two industries i.e. its relative market share and the growth rate of the SBU industry.
- iv. Develop a strategy for each SBU.

Solution in the Boston Consulting Group (BCG) matrix is the implementation of appropriate strategies for the company. The company must decide on objectives, strategies, and budgets to be allocated to each Strategic Business Unit (SBU). Strategies should be adopted based on the analysis results and the position within the Boston Consulting Group (BCG) matrix. This is done to either maintain or improve the company's condition. There are two strategies that can be applied: one tailored to each quadrant of the Boston Consulting Group (BCG) matrix and a general strategy that can be applied overall.

Strategies that can be adopted from each quadrant of the Boston Consulting Group (BCG) matrix:

- a. **Question Mark Quadrant:** In this quadrant, the organization must decide whether to strengthen the division by implementing incentive strategies (market penetration, market development, or product development) or to continue selling its products.
- b. **Star Quadrant:** The strategy for this quadrant involves accepting significant investment to maintain and strengthen the dominant position. This is done because the division has a high relative market share and a high market growth rate. Possible strategies include forward, backward, and horizontal integration; market penetration; market development; product development; and joint ventures. This position offers the best long-term opportunities for growth and profitability for the organization.
- c. **Cash Cow Quadrant:** The strategy for strong cash cows involves product development or concentric diversification.
- d. **Dog Quadrant:** This is a very weak position with low growth and market share. Due to its weak internal and external position, this business is often liquidated, divested, or trimmed through retrenchment.

General strategies that can be applied within the Boston Consulting Group matrix:

- a. **Build (Growth):** For the Question Mark position, a company can use growth strategies funded by the revenue from Cash Cows to strengthen the Question Mark position that has the potential to become a Star. In this case, the company increases its market share substantially.
- b. **Hold (Maintain Position):** This approach is suitable for both the Star and Cash Cow positions. In this case, maintaining the strategy is more promising.
- c. **Harvest:** This strategy aims for short-term cash flow despite long-term consequences. Harvesting involves exiting a business by executing consistent cost-cutting programs. This strategy is used when a company expects to reduce its costs at a faster rate than the potential decrease in sales. It is suitable for Cash Cows, Question Marks, and Dogs.
- d. **Divest (Liquidate):** If a company operates a weak business, it may consider divesting or selling off the business unit. The decision to liquidate provides an opportunity to reinvest resources into a more promising business. This strategy is suitable for Dogs and Question Marks that are not funded by Cash Cows.

3.2 Data Analysis Techniques

According to Sugiyono (2010), data analysis techniques involve the process of searching for data, systematically organizing data obtained from interviews, field notes, and documentation. This is done by categorizing the data, breaking it down into units, synthesizing, identifying patterns, selecting important aspects to study, and drawing conclusions for easy understanding by oneself and others. The data analysis method used for this research is the Boston Consulting Group (BCG) matrix.

4. Results and Discussion

4.1 Overview of the Company

4.1.1 Brief History of CV. Tjahaja Baru Simpang Empat

CV. Tjahaja Baru is an automotive company and the main dealer for Yamaha motorcycles. CV. Tjahaja Baru operates in the field of Yamaha motorcycle distribution, led by Jimmy Gani. In addition to being a Yamaha motorcycle distributor, CV. Tjahaja Baru also sells a complete range of Yamaha motorcycle spare parts and provides workshop services. The company has grown rapidly over time. In its development, CV. Tjahaja Baru has established several branches across the West Sumatra region. Since 1974, Yamaha has been present in Indonesia and has made significant contributions to providing two-wheeled transportation, with high-quality standards and after-sales services spread throughout Indonesia, totaling more than 3,000 dealers and workshops. Yamaha Indonesia continuously innovates its products, production processes, and services, always oriented towards customer and community desires and satisfaction as the company's top priorities. CV. Tjahaja Baru was established in 1989 and opened its first showroom on Ulak Karang Street No. 1, Padang, as a Yamaha Center. CV. Tjahaja Baru Ulak Karang was the first Yamaha Center in West Sumatra, followed by CV. Tjahaja Baru Bukittinggi and CV. Tjahaja Baru Koto Nan Ampek Kota Payakumbuh. CV. Tjahaja Baru Simpang Empat is located on Jl. Lintas Simpang Empat, Lingkuang Aua, Pasaman District, West Pasaman Regency, currently led by Yudha Septia Rahman as the Branch Manager. CV. Tjahaja Baru Simpang Empat sells various types of Yamaha motorcycles. CV. Tjahaja Baru Simpang Empat also sells Yamaha motorcycle spare parts and provides workshop services. To support the needs and satisfaction of Yamaha motorcycle customers, CV. Tjahaja Baru Simpang Empat has expanded its network by opening branches in Kecamatan Luhak Nan Duo and Kinali, ready to serve all Yamaha motorcycle customers.

Vision and Mission of CV. Tjahaja Baru Simpang Empat

a. Vision

The vision of CV. Tjahaja Baru Simpang Empat is to provide the best service to consumers.

b. Mission

The mission of CV. Tjahaja Baru Simpang Empat is to improve the quality of customers' lives by providing quality products and services.

4.2 Analysis of Growth Level of CV. Tjahaja Baru

CV. Tjahaja Baru is not the only motorcycle dealer in West Pasaman. A competitor to CV. Tjahaja Baru is PT. Hayati Pratama Mandiri, which is a dealer for Honda motorcycles. PT. Hayati Pratama Mandiri is a potential competitor because the market share of motorcycle sales is led by PT. Hayati Pratama Mandiri, which deals with Honda motorcycles.

Table 2. Motorcycle sales data in West Pasaman Regency in 2021 and 2022

| No | Manufacturer | 2021 Sales | 2022 Sales |
|----|--------------|-------------|-------------|
| 1 | Honda | 5,988 units | 3,441 units |
| 2 | Yamaha | 1,002 units | 1,109 units |
| | Total | 6,990 units | 4,550 units |

From the data above, it can be seen that the motorcycle market in West Pasaman is led by Honda brand motorbikes, which means that CV's competitors. Tjahaja Baru Simpang Empat is a very potential competitor because it manages to dominate the market.

4.2.1 Analysis of Sales Market Growth Rate of CV. Tjahaja Baru Simpang Empat

At CV. Tjahaja Baru Simpang Empat growth rate is a projection for each year. In the BCG matrix calculation, it is measured by the percentage increase in the value or volume of total sales in the last two years. With the calculation of the percentage rate of total sales, it can be determined how high and low the market growth rate of CV. Tjahaja Baru Simpang Empat. And to find out the market growth rate of CV. Tjahaja Baru Simpang Empat, the data needed is the number of motorcycle sales in West Pasaman Regency in 2021 and 2022.

The following below is data on the number of motorcycle sales CV. Tjahaja Baru Simpang Empat in 2021 and 2022:

Table 3. Motorcycle Sales Data in West Pasaman Regency in 2021

| No | Manufactures | 2021 Sales |
|----|--------------|-------------|
| 1 | Honda | 5988 units |
| 2 | Yamaha | 1.002 units |

Data source: secondary data 2021

Table 4. Motorcycle Sales Data in West Pasaman Regency in 2022

| No | Manufactures | 2022 Sales |
|----|--------------|-------------|
| 1 | Honda | 3.441 units |
| 2 | Yamaha | 1.109 unit |

Data source: secondary data 2021

Based on this data, the results of the market growth of CV motorcycle sales can be obtained. Tjahaja Baru Simpang Empat with the formula:

$$\frac{\text{Total sales 2022} - \text{Total sales 2021}}{\text{Total sales 2021}} \times 100\%$$

The following results were obtained:

$$\frac{1.109 - 1.002}{1.002} \times 100\% = 10,7\%$$

Based on calculations using the Boston Consulting Group matrix above, it can be seen that the market growth rate of CV motorcycle sales. Tjahaja Baru Simpang Empat is 10.7%, which means CV. Tjahaja Baru Simpang Empat has a fairly high growth due to an increase in sales from 2021 to 2022.

4.2.2 Market Share Analysis of CV. Tjahaja Baru Simpang Empat

The relative market share analysis shows the size of the market share of the total sales of CV. Tjahaja Baru Simpang Empat with Yamaha brand motorbikes with its competitor, PT Hayati Pratama Mandiri Pasaman with Honda brand motorbikes. Honda is assumed to be a potential competitor because from the data above in 2021 and 2022 Honda became the motorcycle brand with the highest sales above CV. Tjahaja Baru Simpang Empat and in 2022 Honda controlled a market share of 75.6%. Relative market share is the share of a company's total industry sales in a particular market.

The data used is data on the total sales of Yamaha motorbikes in 2021 and 2022 and data on the competitor's sales volume, namely the number of Honda motorcycle sales in 2021 and 2022, which is used as a divisor of the total volume of Yamaha motorcycle sales in 2021 and 2022.

The following is the calculation of the Boston Consulting Group matrix to determine the relative market share of the total sales of CV motorbikes. Tjahaja Baru Simpang Empat in 2021 and 2022.

$$\text{Market share in 2021} = \frac{\text{Total sales of Yamaha in 2021}}{\text{Total sales of Honda in 2021}} \text{ times}$$

$$\text{Market share in 2021} = \frac{1.002}{5.988} \text{ times}$$

$$\text{Market share in 2021} = 0,17 \text{ times}$$

$$\text{Market share in 2022} = \frac{\text{Total sales of Yamaha in 2022}}{\text{Total sales of Hionda in 2022}} \text{ times}$$

$$\text{Market share in 2022} = \frac{1.109}{3.441} \text{ times}$$

$$\text{Market share in 2022} = 0,32 \text{ times}$$

Based on the calculations of the Boston Consulting Group matrix to determine the relative market share, it has been determined that Yamaha's relative market share in 2021 was $0.17 < 1$, and in 2022, Yamaha's relative market share was $0.32 < 1$. This indicates that CV. Tjahaja Baru Simpang Empat has a low relative market share because its relative market share value is less than one. The relative market share of CV. Tjahaja Baru Simpang Empat was 0.17 in 2021 and increased to 0.31 in 2022, indicating a growth of 0.14 in market share. However, the increase in market share for CV. Tjahaja Baru Simpang Empat is still considered low as its market share value is less than one.

4.2.3 Analysis of Boston Consulting Group Matrix Position for CV. Tjahaja Baru Simpang Empat

Market growth rates are typically categorized as high and low. Meanwhile, the relative competitor position is generally differentiated based on market share between 1.0 and 1.5, thus

falling into the high category called leaders. Based on the calculation of the market growth rate at CV. Tjahaja Baru Simpang Empat, a result of 10.7% has been obtained, indicating a high market growth rate for CV. Tjahaja Baru Simpang Empat.

From the calculation of the relative market share in 2021, a result of 0.17 was obtained, and in 2022, a result of 0.32 was obtained. Here is the Boston Consulting Group matrix for CV. Tjahaja Baru Simpang Empat.

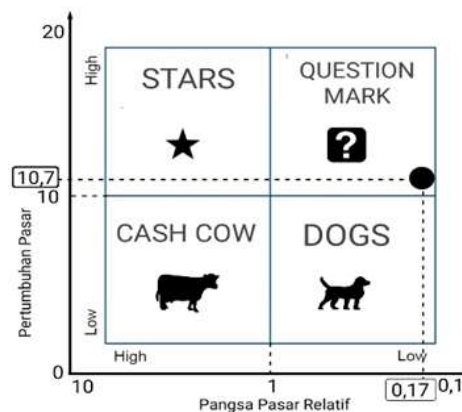


Figure 2. Boston Consulting Group Matrix CV. Tjahaja Baru Simpang Empat in 2021

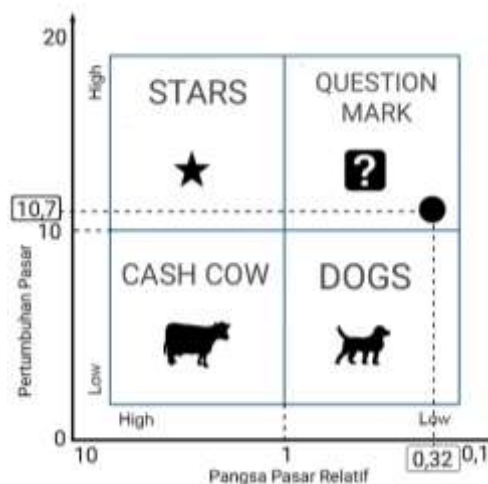


Figure 3. Boston Consulting Group Matrix CV. Tjahaja Baru Simpang Empat in 2022

Based on the Boston Consulting Group matrix, CV. Tjahaja Baru Simpang Empat was in the question mark quadrant in 2021 and 2022, indicating high market growth but low market share. This is because CV. Tjahaja Baru Simpang Empat's market share value in 2022 was less than one (<1).

The question mark quadrant represents a position where the market growth rate is high, but the market share is low, requiring strategies such as market penetration to increase the market share. In this position, CV. Tjahaja Baru Simpang Empat is in a relatively favorable condition due to its high market growth, but it needs to allocate funds for promotional expenses. Promotion

is conducted with the goal of market penetration, which is expected to increase the market share so that CV. Tjahaja Baru Simpang Empat can occupy the top position in the Boston Consulting Group matrix as a star and become a market leader.

4.2.4 Strategies for CV. Tjahaja Baru Simpang Empat

Based on the calculation results of the Boston Consulting Group matrix, it is found that CV. Tjahaja Baru Simpang Empat is in quadrant I, with a relatively low market share position, competing in an industry with high growth rates.

Strategies that can be applied in the question mark quadrant include the build strategy, as in this position, CV. Tjahaja Baru Simpang Empat's market share is still low, resulting in limited revenue. However, with high market growth, there is an opportunity to increase market share. The following strategies can be implemented:

- a. **Market Development:** This involves introducing new products in a new geographic area. It aims to expand the market to new regions, thus increasing market share. CV. Tjahaja Baru Simpang Empat can implement market development by conducting marketing activities in new areas where promotions have not been previously done, aiming to increase its market share.
- b. **Market Penetration:** This strategy focuses on increasing market share through intensified marketing efforts. CV. Tjahaja Baru Simpang Empat can enhance market penetration by:
- c. **Adding Sales Personnel:** Increasing the number of salespersons for a more widespread market penetration. This is crucial in high-growth markets to capture a larger share in line with market expansion.
- d. **Increasing Promotional Budget:** Allocating more budget to promotions to increase their intensity. More promotions by CV. Tjahaja Baru Simpang Empat would accelerate product introduction to the market, making Yamaha motorcycles well-known and attracting market attention.
- e. **Promotion methods for CV. Tjahaja Baru Simpang Empat** can include social media and electronic media promotions. Another promotion approach is collaborating with other beneficial companies to reduce promotional costs. This approach aims to keep costs low, as CV. Tjahaja Baru Simpang Empat's market share is initially low, resulting in limited revenue. Therefore, cost reduction is necessary for effective strategy implementation.

5. Conclusion

Based on the results of the analysis and discussion of the Analysis of Company Strategy with the Boston Consulting Group Matrix Approach at Cv. Tjahaja Baru Simpang Empat, the researcher can conclude that the analysis using the Boston Consulting Group Matrix for CV. Tjahaja Baru Simpang Empat reveals the company's position in the question mark quadrant, reflecting a high market growth rate but a low relative market share. With a market growth rate of 10.7%, CV. Tjahaja Baru Simpang Empat's potential for growth is evident. However, its relative market share in 2021 and 2022, at 0.17 and 0.32 respectively (both less than 1), indicates a need for strategic intervention to increase market share.

Considering its position in the matrix, CV. Tjahaja Baru Simpang Empat is recommended to adopt a build strategy. This entails market development, introducing products to new regions, and market penetration through intensified marketing efforts. Increasing sales personnel and promotional budgets are key elements of this strategy. To realize these goals, it is advisable for

CV. Tjahaja Baru Simpang Empat to maintain positive consumer perceptions, uphold service quality, and establish collaborations for effective promotion. By taking these steps, CV. Tjahaja Baru Simpang Empat can work toward expanding its market share and solidifying its position within the industry.

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