

EXECUTIVE SUMMARY

Nowadays, customer need of live fish is getting higher. However, there are some problems in fulfilling the demand of live fish, especially in operational field that related to manage overcome the high rate of live fish mortality.

PT. Hiber&Sober is a company who handle in live fish trade based in Jatiluhur. We offer Mas, Nila and Patin as our first commodity. What makes us different from our competitors is our perceived value to our customer, which is full guarantee for live fish, healthy product guarantee without any chemical, conformity due to size and quantity, on time delivery and competitive price.

In general, the marketing strategy of PT. Hiber&Sober is intended to support the focus cost strategy. This is shown by the ratio of marketing expense to revenue every year, which gradually declining as the result of the company focus on its potential buyers and retaining the customers. PT. Hiber&Sober is willing to become a reliable partner to its customers, especially for the B2B customers, which can be reflected by the positioning of the product. Price Competitiveness, Product Quality & Service Excellence will be the key factor to penetrate the market successfully. The marketing effort is designed to get the market awareness in early period with the further implementation will be more emphasis on direct marketing strategy through *sales representative force*.

To support the marketing strategy, PT. Hiber&Sober focus on cost efficiency, high freshness quality and on-time and precise delivery as the operation strategy. PT. Hiber&Sober develops Just-in-Time inventory management system which requires continuous improvement on its operations efficiency. The continuous improvement can be seen at operation's goal to reduce the rate of fish mortality during transport process. The efforts in reducing the mortality rate show great improvement in product quality, which is the high freshness quality. Moreover, PT. Hiber&Sober also maintain an effort in reducing the hibernating process time. Reducing the hibernating process time constantly, it brings improvement in delivery quality, that impact to the customers directly.

Another key element in supporting the main business of the company is the quality of human resources. Therefore, the formation of organizational behavior of PT. Hiber&Sober would be consistent with the vision, mission, and corporate strategy. For example, PT. Hiber&Sober use daily employment for certain job(s), and the right training and development to increase employee performance and efficiency. PT. Hiber&Sober also communicate the values, vision, and mission, as well as quality standards to their employees. Those values become the basis of every activity of human resource management, from the planning, recruiting, training, until retention stage.

Finally, the financial objective of PT. Hiber&Sober is to increase shareholder's value through investment policy, financing policy, and operational policy that support company's main strategy. PT. Hiber&Sober requires initial investment of Rp 8 billion for production facilities, office facilities, and pre-operational expenses. The initial investment will be funded by founder and potential investor. Feasibility analysis shows PT. Hiber&Sober has NPV of Rp 4 billion, IRR of 37%, and discounted payback period for 8.13 years. Overall, the probability of NPV above 0 is 64.8%. It shows that the business is feasible because it can generate great value for the shareholders.