

EXECUTIVE SUMMARY

Tourism in Indonesia is experiencing a sharp increase enabled by the government's efforts to stimulate growth in this sector to optimize Indonesia's potential as a diverse tourism country. Due to the minimal barrier to entry, the tourism industry attracts new businesses to take benefit from this market category since it only requires low capital investment to enter the market for selling various products. The state of competition within the industry allows new entrants to generate desirable profits. Despite the necessity for companies to differentiate themselves, certain markets remain underserved.

Hence, Kelana exists to provide tour and travel services for underserved markets in Indonesia. To compete in this industrial sector, Kelana uses a competitive strategy of focus differentiation by serving customizable and hassle-free trips as its value proposition for a particular target market. Kelana delivers these services for communities of educational institutions in Jakarta with members of seniors aged 51 - 65 years old. In its first year, Kelana aims to serve communities of 15 - 40 members for each trip.

Kelana is a tour & travel agency under PT. Kelompok Masa Depan, that is located in Jakarta. With its vision to be the mainstay service for community travel in Indonesia, Kelana has a mission to provide a complete travel service by creating harmony with the community who wants to travel in Indonesia easily. In running the company and serving its consumers, Kelana adheres to customer satisfaction, integrity, innovation, collaboration, and equality values. These values are instilled in each individual in the company and supporting parties to convey the company's value proposition to customers.

In its business operations, Kelana uses a value shop model that offers services that answer the travel needs of its customers. Kelana allows its customers to consult their desired activities and preferred additional services to actualize their community dream trip. Starting from Rp1,550,000.00 for each person each day, customers are entitled to a main community activity, 5 out of 10 optional activities, manifested in a four-day trip. The package includes transportation, accommodation, tour assistants, catering, event equipment, and a community banner identity.

Kelana targets selling this service to 56 communities in the first year and estimates sales increase by 8% annually. To achieve targeted sales, Kelana will increase the number of potential buyers by disseminating its competencies to the

market through a hybrid channel scheme established by the marketing team based on customer behavior. Kelana will also maintain customer satisfaction for retaining the customers by developing aspects of speed and dependability, flexibility, service quality, and cost efficiency. The operations team will lead the development of those aspects through training, technology implementation, and certification from qualified institutes based on the marketing team's strategy in keeping satisfactory services for the customers. Kelana will hold certifications for the feasibility of establishing a tour & travel agent service from Lembaga Sertifikasi Usaha Bidang Pariwisata (LSUP), ISO 9001:2015 for service quality, and the International Trade Center (ITC) to manage suppliers.

Kelana requires an initial investment of 9.7 billion rupiah to launch its business. The revenue target for the first year is 14 billion rupiah with a projected increase to 47 billion rupiah in the tenth year, representing an increase of 236% in ten year. While the objective profit for the third year is 109 million rupiah, the estimated profit for the tenth year is 12 billion rupiah, representing a 51,4 % increase for every year. The percentage increase in profit indicates that Kelana's business has a strong potential for growth. Kelana has a positive NPV of 4,9 billion rupiah indicating that it will generate profits for shareholders, with an IRR of 23,62% and a repayment period of approximately seven years. By investing approximately 6,7 billion rupiah in Kelana, investors will receive 18% share ownership based on the company's value.