

Research Article

Proposed Marketing Strategy for PT Asuransi Tri Pakarta Makassar Branch to Increase Sales and Market Share

¹Reyna Zhafirah

¹School of Business Management, Institut Teknologi Bandung, Bandung, Indonesia.

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Abstract: This research was conducted at PT Asuransi Tri Pakarta Makassar branch. TRIPA is a general insurance company whose majority shares are owned by PT Bank Negara Indonesia (Persero) Tbk. Pension fund, founded on August 21st 1978. The research began by analyzing current marketing strategies and business conditions conduct internal and external analyses. For external analysis, data was used to analyze PESTLE, Porter's Five Forces, and Competitor Analysis. For internal analysis, the author used the 7P marketing mix. This study used descriptive qualitative data as its methodology. Data collection techniques were carried out through in-depth interviews with the TRIPA sales team, the company's annual report, internal data, government regulations, and other scientific publications supporting data. From this analysis, the strengths, weaknesses, opportunities, and threats to TRIPA were identified. From the analysis result, TRIPA must establish a competitive edge by prioritizing innovation promotion to increase brand awareness, and expand distribution channels to become the leading player in the general insurance industry in Indonesia. Build a long-term competitive edge through an effective marketing strategy to increase market share, value, and revenue.

Keywords: Marketing Strategy, General Insurance, Sales, Market Share.

I. INTRODUCTION

Insurance is one of the non-bank financial services industries that lowers possible future risks. The insurance industry acts as a critical safety net in supporting individuals or businesses in facing the risks they face on a daily basis. According to (Guntara, 2016), the insurance industry is segmented into two main categories: life insurance and non-life insurance (general insurance). General insurance is a type of insurance that provides financial protection against losses arising from damage, destruction, or loss. There are a relatively large number of general insurance companies operating in Indonesia, both local and international companies taking the majority of the market share.

According to (GlobalData, 2023) in Figure I.1, a leading data and analytics company forecast that the Indonesian general insurance industry for gross written premiums is set to grow at a compound annual growth rate (CAGR) of 11.3% from IDR 110.94 trillion (\$7.3 billion) in 2024 to IDR 170.39 trillion (\$11.5 billion) in 2028. GlobalData also shows that the general insurance industry in Indonesia's annual growth is 14.8% in 2024.

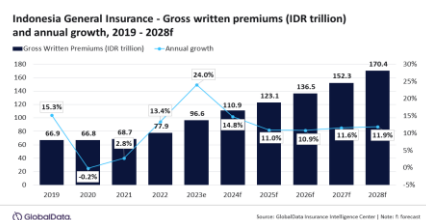


Fig. 1 Indonesia General Insurance GWP and Annual Growth 2019-2028

According to Statista (2024), there were 148 insurance businesses in Indonesia in 2023—a little decline from the year before. Eight reinsurance businesses, 58 life insurance businesses, and 78 non-life insurance companies were among them. PT Asuransi Tri Pakarta (TRIPA) is a well-known general insurance company in Indonesia. Its head office is located in Jakarta, and it has 18 branch offices spread all over Indonesia, including Makassar South Sulawesi.

TRIPA carries values such as trust, loyalty, innovation, and superior customer service as the strategic foundation. Focusing on providing quality insurance solutions and great services. TRIPA continues to strive to strengthen its position as a leader in the Indonesian insurance market



Non-life insurance in Indonesia, also known as general insurance, covers a wide range of products, such as property insurance, motor vehicle insurance, personal accident, travel insurance, and others. This rapid and dynamic business environment urges TRIPA to continuously develop and plan strategic initiatives. Marketing has become a main concentration for these general insurance companies in achieving competitive advantage as they strive to innovate and differentiate their products, offering insurance products at competitive premium rates and attracting customers to become more aware of insurance products and their benefits.

TRIPA Makassar branch is facing an intensely competitive industry in general insurance; TRIPA's market share is just 7% in 2023; this considerably low market share is less than half of the market share of the general insurance company industry leaders. TRIPA was also dealing with low brand awareness; this is caused by over-reliance on the PT Bank Negara Indonesia (BNI) market, and the company's promotional efforts are not optimal. TRIPA gross written premiums will decrease in 2023, and this can signal several factors, including lower sales volume.

Despite TRIPA has strong relationship with BNI, TRIPA encounters several challenges due to the company's lack of innovation and promotional efforts, slowdown in growth, and low market share that will be further discussed in this research. Therefore, the research objectives of this study are to analyze the current internal and external business conditions of PT Asuransi Tri Pakarta Makassar branch, propose a marketing strategy for addressing the issues, and provide recommendations along with a detailed implementation plan to tackle these challenges.

II. LITERATURE REVIEW

A) *General Insurance*

The two main categories of insurance that make up general insurance are household and commercial. Domestic insurance covers protection for an individual's personal use, whereas commercial insurance covers risks related to business or corporate structures. According to (Robson, 2015), general insurance offers various products consisting of fire, damage and loss, freight, marine, and credit insurance. General insurance also offers products for personal insurance (individual) such as homes, travel, motor vehicles, and commercial insurance for businesses such as property, underwriting, and business interruption.

B) *Marketing Strategy*

(Kotler P, 2023) defines marketing as interacting with consumers and cultivating lucrative client relationships. A carefully thought-out plan or strategy created by firms to achieve their marketing goals is referred to as a marketing strategy. Marketing strategies aim to impact consumers' emotions, thoughts, and actions. A comprehensive, consistent, and flexible marketing strategy is necessary to respond to shifting market conditions.

C) *External Analysis*

To increase organizational performance, organizations should use external analysis to establish strategies for identifying opportunities and addressing obstacles stated by (Buye R, 2021). The Framework that represents the external analysis factors are Competitor Analysis, PESTLE Analysis and the Five Porter's Analysis.

D) *PESTLE Analysis*

There are six aspects that can be analyzed in PESTLE starting from Political, Economic, Social, Technology, Environment, and Legal. The segmentation of the PESTLE Framework enables a company to identify the opportunities and threats that can occur to create competitive advantage in the market stated by (Sousa, 2022). The political environment examines the potential effects of political policies and stability, tariffs, laws, rules, fiscal and tax policy, and the resilience of institutions like the federal banking system. (Thompson, 2020). The GDP per capita, taxes, interest rates, currency exchange rates, inflation, unemployment, pace of economic growth, minimum wage, wage rate, savings rates, surpluses in trade or deficiencies, and cost of living are all considered to be part of the economic climate (Thompson, 2020).

According to (Thompson, 2020), sociocultural factors include demographic factors like population size, growth rate, and age distribution, followed by societal values, attitudes, cultural influences, and lifestyles, which affect demand for particular goods and services. For technological aspects, many firms embrace technology to boost effectiveness, and they can engage with customers and suppliers easily stated by (Buye, 2021). Environmental aspects consist of ecological and environmental aspects, including weather, climate and climate change, as well as related things like water problems. Industries, including insurance, agriculture, energy production, and tourism, may all be directly impacted by these issues stated by (Thompson, 2020). Lastly, the element of legal aspects includes the rules and regulations that businesses must obey, such as consumer, antitrust, labor, and occupational health and safety laws. Others, like minimum wage laws, have a greater impact on some businesses/low-paid, labor-intensive industries referred to (Thompson,2020).

E) Competitor Analysis

According to (Pandey, 2020), to keep relevant and updated with industry trends and product offers throughout the lifecycle of a company, it is crucial to regularly analyze the competitors. Understand the strategies and strengths of competitors in the market to be able to formulate appropriate and effective action plans to improve product competitiveness. It is a fact that chances of beating the competitors increase as a company has a deeper understanding of them.

F) Porter's Five Forces

Porter's Five Forces Analysis is a technique that is widely used to design strategies in numerous industries, according to David (2017). Porter (1980) asserted that an industry's competitive landscape can be understood as a result of the interaction of five forces: rivalry amongst comparable businesses, the possibility of new competitors entering the market, the possibility of substitute product development, the bargaining power of suppliers and buyers, and the possibility of new competitors entering the market. In a competitive context, the competitor is the first entity that is dealt with, as stated by Bateman and Snell (2004). According to (Dagmar, 2005), rivals become rivals when they feel pressured or seize an opportunity to outperform one another in their market niche. Certain types of competition, including pricing rivalry, are usually very destabilizing and essential to an industry's profitability.

According to Porter (1980), the threat posed by new rivals entering the market is determined by both the barriers to entry already in place and the potential for new competitors to react. The threat of entrance from new competitors will be minimal if these barriers are significant and/or if those entering the market anticipate fierce opposition from established players. Finding alternatives to the industry's products entails looking for goods or services that can serve the same purpose, according to Riley (2012).

G) Consumers purchasing a basic or unprocessed goods have greater negotiating power. Customers can often negotiate better terms on the purchase price, warranty coverage, and accessory packages under these kinds of conditions (David, 2006). Finally, suppliers might exert pressure on other market participants by threatening to increase prices or reduce the quality of the products or services they buy. Thus, powerful suppliers have the power to suppress a variety of businesses whose prices are rising and which are unable to recoup the losses (Porter, 1987).

Internal Analysis

Internal analysis is the process of assessing organizational internal capabilities and resources to determine strengths and weaknesses. To formulate internal factor analysis, this research uses the 7Ps Marketing Mix. According to (Bachtar, 2023), to identify the company's strengths and weaknesses, it is essential to study the internal analysis.

H) 7P Marketing Mix

The advertising mix, defined by Kotler and Keller (2016), is an assortment of tactical advertising tactics that a business employs to elicit a desired reaction from its target market. It includes every action the company takes to affect the need for the product. Nowadays, the economic condition and consumer behavior have changed; prior to that marketing mix has evolved to include not only the 4Ps but also the 7Ps. According to (Muala and Qurneh, 2012), researchers add three more elements, which are the 7Ps Marketing Mix factors, i.e. product, price, place, promotion, personnel (person), process, and physical evidence.

I) Conceptual Framework

A theoretical structure, as defined by Imenda (2014), is the outcome of combining related ideas in order to offer a more comprehensive explanation of the topic of interest. The author uses a strategic marketing framework as a guideline to make a conceptual framework. A strategic marketing framework helps this research and company to develop and implement a marketing strategy. It defines the key steps involved in the marketing process, from understanding the general insurance market analysis target market to creating a marketing mix, customer acquisition, customer loyalty and measuring results. The data in this conceptual framework will be obtained from the results of internal and external analysis.

III. RESEARCH METHODOLOGY

In this research, the author will collect both primary and secondary data. The primary data source was from information and factual experiences from respondents using structured interviews through in-depth interviews. In qualitative studies, focus groups, in-depth interviews, and observation of participants are the most often utilized techniques for gathering data (Malhotra, 2020). This qualitative method in this research is descriptive, where the data and situations will be explained in the form of wording, description, and narratives.

Based on (Moleong, 2010), the descriptive qualitative method is used to observe and understand the event of the subject of research, behavior, perception, action, motivation, and others, and the way of describing the result in the form of words and sentences. This research was conducted in one of the general insurance companies (PT Asuransi Tri Pakarta) in Makassar, Indonesia.

The Interview process involved the interviewees from the sales team of PT Asuransi Tri Pakarta Makassar with expertise in the areas that can assist in portraying the current business issue that TRIPA faces. The interview was held via online meeting with three participants: are Sales assistant and admin, and the Sales supervisor and marketing. The job description is specific handling and responsible for TRIPA sales products, customer data, and marketing activities, and has to work in the TRIPA Makassar branch for a minimum of one year experience. The secondary data collected will be used to analyze the external environment of the company, including PESTLE Analysis, Porter's Five Forces analysis, and Competitor Analysis. Secondary data was gathered from company documents, industry reports, internal data, scientific journals, e-books, and literature study data.

IV. RESULTS AND DISCUSSION

A) *Internal Analysis*

a. 7P Marketing Mix

TRIPA has 11 insurance products for general insurance and each of the products can be modified into Sharia (Islamic law) insurance, including fire insurance (home, home plus, home on demand), suretyship insurance, cargo insurance (marine cargo, good inland transit, air cargo), motor vehicle insurance, money insurance, micro insurance (generic insurance, cosmic insurance), marine hull insurance, personal accident insurance (mine silver, mine gold, mine platinum), engineering insurance (erection all risk, contractor's all risk), TRIPA Travel Insurance, TRIPA shariah insurance, and TRIPA SMART (mobile application insurance services).

The general insurance business line that has the largest market share and made the most contribution in 2023 is property insurance, with a 25.5% market share premium recorded and motor vehicle insurance, with an 18.8% market share premium recorded compared to other business line, and suretyship has the low and minimum with 1.7% market share premium recorded with. Therefore, the author is focusing on the Property/Fire Insurance and motor vehicle insurance business line category that has promising products both in the B2B and B2C markets.

b. Product

TRIPA fire insurance is categorized in the property insurance business line. TRIPA offers three categories of fire insurance such as Home, Home Plus, and Home on Demand. TRIPA home plus category is a form of insurance that guarantees all loss or damage to residential buildings and household furniture due to risks that are not excluded in the policy in accordance with the property all risk (PAR) policy unless expressly guaranteed by a special extended guarantee (policy exceptions).

Motor vehicle insurance is a form of insurance that covers loss, damage and loss to motor vehicles due to risks that befall the object of coverage. Objects that can be insured are passenger transport vehicles (sedans, jeeps, mini busses, and others), goods transport vehicles (trucks, pick-ups, boxes, and others), and especially two-wheeled motorbikes, which can be considered as business accommodation.

c. Price

OJK has the authority to set a pricing rate for premium general insurance in Indonesia, based on regulations financial services number 2/POJK.05/2015 concerning maintenance and reporting insurance risk data and application of premium and contribution rates for category property insurance and motor vehicle insurance business. OJK has set premium rates for general insurance and acquisition cost provision, effective since January 24th, 2014.

TRIPA has set an affordable pricing strategy that can cover all of the customer needs, specifically the middle-lower class segment target. The specification on premium rate for general insurance is in accordance with Article 20 of Government Regulation No. 73 of 1992 on insurance business management and with Article 19 of Finance Minister Decision No. 422/KMK.06/2003, which premium rates must be calculated based on risk and loss profile in at least five years.

TRIPA sets prices based on market segmentation, which includes affordable premiums for low to middle-class income, product value and benefits, cost-based pricing, customer retention policies, and long-term strategy. The insured value is up to Rp 10.000.000.000 with a coverage period of up to 30 years. TRIPA motor vehicle insurance has total loss only (TLO), namely compensation given if the vehicle is lost or the value of loss/damage reaches 75% or more of the vehicle's market value, and comprehensive, namely compensation for any partial or total loss/damage that occurs to the vehicle.

d. Place

TRIPA general insurance office networks in Indonesia are located in 18 branch offices, 25 representative offices, and one head office in Jakarta. TRIPA is already leveraging technology by implementing direct sales channels with developing

a user-friendly website and mobile application (TRIPA SMART) with a virtual assistant using artificial intelligence. TRIPA also has social media platforms such as Instagram, Twitter, LinkedIn, YouTube, Facebook and Tiktok to share content marketing.

e. Promotion

TRIPA promote the insurance products using traditional advertising methods (newspaper, magazine, radio, pamphlets, banner, billboard, signage) and utilizing direct digital marketing strategies (social media marketing content, voucher promotion) 1-7 times, posting content on Instagram every month to attract wider customers. TRIPA conduct personal selling by building a strong sales and marketing team, creating a good relationship with partners, prospecting a potential client, getting to know client-specific information, presenting using TRIPA's advantage, benefits, value, and features approach, overcoming objections, closing, and maintenance to gain customer satisfaction and loyalty.

Additionally, the TRIPA Makassar branch regularly hosts events and collaborates with other partners or AAUI events to engage with the community 1-2 times every year, to build trust and brand recognition by showcasing the product and service innovation, and to leverage existing customers. TRIPA establish a presence on a social media platform (Instagram, TikTok, LinkedIn, Youtube, Twitter, Facebook), mobile applications, website, and email by sharing informative content, running ads campaigns, and engaging with potential customers in email, calling center or customer service, direct message and comment sections. For the TRIPA Smart mobile application promotion, voucher promotion is used for the first user to cater to a wider customer to download the application.

f. People

TRIPA is enforced by professional manpower, an integrated customer service system, up-to-date information technology facilities and harmonic corporations with reputable partners. TRIPA Makassar branch regularly held an event activity (1-2 times every year) for the employees on special occasions, such as employee gatherings, training and development (1-2 times every month), and TRIPA Anniversary to gain a stronger company culture, dynamic working environment, team-building to socialize, boost engagement, appreciation, and increased productivity. TRIPA sales personnel are supported with resources and CRM systems such as product knowledge, market insights, regulations, clear sales targets, and others to improve the quality of their human resources.

g. Process

TRIPA General insurance claims process including, make a report to the insurance company that causes loss to obtain benefits guaranteed, making sure the insurance policy status is active, fill the information data and insurance coverage application letter (SPPA), and uploading a required document (TRIPA SPPA), TRIPA will survey and review about the claims, if accepted the insurer will get compensation according to the agreement or policy. After the claims are accepted, TRIPA will issue the policy, and the insurer should make a payment for premiums based on the coverage.

However, claims can also be rejected by the insurance company if didn't meet terms and conditions. Insurers must check and maintain the policy, be transparent during application and keep records. This process can be done by visiting the nearest office (paper-based), contacting customer service, applying on the official website, or using a TRIPA smart integrated mobile application.

h. Physical Evidence

TRIPA office building, infrastructure, and facilities are to support company operational activities to achieve optimal performance. TRIPA Makassar branch has a branch office located in a strategic location in Jl. DR. Ratulangi No.9, Mangkura, Makassar, South Sulawesi Indonesia. TRIPA Makassar branch office interior design is quite comfortable and homey and has professional staff attire; the office has limited facilities due to its small space that only has three floors with a receptionist/lobby area, meeting rooms, and employee working space.

i. In-depth Interview

The author obtains a useful information based on background, business overview, sales and growth target performance, target market and positioning, marketing strategies, competitor analysis, employee performance, challenges, business issues and evaluation. The three respondents consistently highlighted challenges in "There is a high rivalry competition in general insurance industry especially in Makassar, Indonesia. TRIPA is still adapting and developing technology for our products and services innovation, facing regulatory changes that affect product policy, claims procedures, and company operations. TRIPA has low brand awareness and low market share compared to other competitors, our human resources financial and insurance education is still low, not set a competitive pricing strategy, and promotional activities are not optimal." Other factors will be further explained in the research appendix.

B) External Analysis

a. Porter's Five Forces

According to (Kotler, 2022), the five forces framework analyzes the competition in the market from an industry perspective. Porter's five forces enable companies to come up with integrated development strategies that help them to progress at higher rates.

Table 1: TRIPA Porter's Five Forces Analysis

Porter's Five Forces	Attractiveness Level	Reasoning
Bargaining Power of Buyers	High	Customers have some choices and preferences that can easily switch to other insurance companies, considering the lower price and more beneficial coverage.
Bargaining Power of Suppliers	Low	The suppliers in insurance companies refer to broker and reinsurance companies; TRIPA is relatively has limited partnerships with brokers since they only have three brokers.
Threat of New Entrants	Moderate	Although the general insurance market industry is growing, every year, there are always new insurance companies in Indonesia, both from local and international players, and the government has eased some regulations to attract new players.
Threat of Substitutes	High	There are plenty of substitute general insurance companies in Indonesia. Customers have numerous options for general insurance products, potentially impacting the market share and growth of general insurance products.
Competitive Rivalry	High	Insurance industry in Indonesia is becoming highly competitive, and there is no significant difference between one insurance and another, both local and international players.

b. PESTLE Analysis

Indonesia's average political stability index is -1 point, with a minimum point of -2.1 points in 2003 and a maximum point of -0.38 points in 2016. The latest value in 2022 is -0.44 points. Given the latest and average values, it can be said that Indonesia's politics remain stable. Indonesia's economy is relatively stagnant from the first quarter of 2022 until the first quarter of 2024, growing by 5.11 percent with a GDP of Rp 5,288.3 Trillion at current prices. Indonesia is the biggest contributor in terms of gross domestic product in ASEAN and is also one of the ASEAN countries with a positive trade balance.

According to (Global Data, 2024), property Insurance is the leading line of Insurance business, which is expected to account for a 37.2 percent share of the Indonesian general insurance GWP and is expected to grow by 19.9 percent in 2024. According to Statista, the average spending per capita in the motor vehicle insurance market is expected to amount to US\$6.03 in 2024. Inflation rose to 2.8 percent (year-on-year) in May but remains within Bank Indonesia's target of 2.5±1 percent. High inflation can affect disposable income, making insurance premiums less affordable.

Indonesia's population has increased since 2019; in 2024, Indonesia's population is 279,798,049, with a 0.82 annual percent change. Indonesia's large population and rising middle class show a significant opportunity for insurance companies, including TRIPA Makassar. According to the World Bank, Indonesia is the world's 10th-largest economy in terms of purchasing power parity. There is an upward trend until 2029 in Indonesia's social media usage, with 268.86 million users in 2024. This can be an opportunity for the PT Asuransi Tri Pakarta Makassar branch to leverage digital technologies to streamline its processes and provide more personalized services to customers.

According to (OJK, 2016), There are laws and regulations in Indonesia that we have to abide by. For example, Law No. 40 of 2014 on insurance, as amended by Law No. 4 of 2023 on Development and Strengthening of the Financial Sector, governs insurance activities and places the banking and financial services authority (Otoritas Jasa Keuangan) in charge of them. Further regulations governing the sale of insurance goods are included in POJK No. 23/2015. Insurance companies may advertise their goods through direct marketing, insurance representatives, bancassurance, and/or non-bank organizations in accordance with OJK article 45 paragraph (1) POJK No. 23/2015. Lastly, customers are more environmentally and socially aware, and awareness about sustainability is increasing as the impacts of climate and social change. People are increasingly recognizing the value of protection against natural disasters, leading to a rise in demand for

natural catastrophe (Nat-Cat) insurance.

c. Competitor Analysis

The competitors are a breakdown in the top three main competitors based on the interview results, and there are BCA Insurance, Allianz Insurance, and Sinar Mas Insurance. Based on the interview results, TRIPA is still competing with other private insurance and state-owned insurance, and this advantage is still proven by the growth in Indonesia's national production. BCA Insurance has diverse product offerings for general insurance, such as Fire Insurance, Motor vehicle insurance, personal cyber insurance, electronic equipment insurance, cargo insurance, and others.

BCA Insurance offers affordable premiums, various promotions (discounts, annual packages, vouchers, social media campaigns, etc.), an easy and fast process, easy premium payments, great customer service (haloBCA and call center), and various extended guarantees. BCAInsurance's important marketing mix aspect is from price, product, and promotion.

Allianz customers benefit from a variety of individual and group insurance services, ranging from property, vehicle, travel, personal care, trade credit, online products, and business insurance assistance services. Allianz has a competitive price and easy claims process with modern office interior design, great facilities, and proper staff attire. Allianz's marketing mix's important aspects are price, promotion, and product.

Sinar Mas Insurance Company's commitment is always to provide protection for customers and is supported by a mission to provide easy claims access, innovative products and services as well as a creative spirit in the field of technology and information structures. Sinar mas insurance marketing mix important aspects are price, product, and place. To conclude, the three main competitors have wide product offerings and diversification, extensive distribution channels, strong brand affiliation, financial strength and reputation, a large capital base, innovative products, and various promotions. TRIPA can identify the current performance of the competitor, assess competitors' objectives, identify their strategic position in the general insurance market, enhance their strengths, identify weaknesses, and develop strategic plans to stay ahead in the competitive landscape.

C) SWOT Analysis

The author will conduct a SWOT analysis obtained from internal analysis and interview analysis to support the data on TRIPA strengths and weaknesses and external analysis to support the data on opportunities and threats.

Table 2: TRIPA SWOT Analysis

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<p>(S1) Diverse general insurance product portfolio</p> <p>(S2) Develop a user-friendly online platform: website and mobile application</p> <p>(S3) Knowledgeable partnership and have a strong affiliation with BNI Makassar</p>	<p>(W1) Low brand awareness</p> <p>(W2) Limited distribution channel</p> <p>(W3) Lack of innovation product</p> <p>(W4) Low market share</p> <p>(W5) Promotional activities are not optimal</p> <p>(W6) Reliance on BNI markets</p> <p>(W7) Low in financial literacy and awareness of insurance</p>
<u>OPPORTUNITIES</u>	<u>THREATS</u>
<p>(O1) Transition to PSAK-117</p> <p>(O2) Keep up with the latest trends and changes in the insurance industry</p> <p>(O3) Expanding into new market segments and developing new product</p>	<p>(T1) Intense competition in the industry</p> <p>(T2) Changes in customer behavior and preferences</p> <p>(T3) Changes in government regulations</p> <p>(T4) Economic downturns</p> <p>(T5) Increasing cybersecurity and leak data protection threats</p>

a. Strengths

1. Diverse Product Portfolio

TRIPA has 11 general insurance products with different kind of category of each product and several guarantees or collateral from collaborating with bank partners.

2. Developed a user-friendly online platform

TRIPA has implemented digital technology optimization by developing user-friendly online platforms, such as websites and mobile applications (TRIPA SMART) enable seamless product information, policy management and

claims processing.

3. Knowledgeable partnership and have a strong affiliation with BNI Makassar

TRIPA established a marketing network and mutually beneficial cooperative relationships with parties such as BNI, private bank (CIMB, Permata Bank, others), private company (YHS Church, MTP, Claro Hotel, others), general insurance partners under AAUI, agent and broker (KBRU, PT Estika Jasatama, KUT).

b. Weaknesses

1. Low Brand Awareness

TRIPA has low brand awareness and is less recognized compared to general insurance competitors in Makassar, Indonesia. TRIPA makes it difficult to attract new customers. TRIPA rarely does a promotional activity through online channels or traditional advertising. TRIPA has a low social media presence, and most customers know TRIPA from BNI.

2. Limited Distribution Channel

Relying solely on online channels (website, social media, mobile application) and direct channels (offices) significantly restricts TRIPA's market reach. TRIPA has a limited distribution channel and a smaller network of branch offices and brokers or agents.

3. Lack of Innovation Product

TRIPA products might not be significantly different from competitors, making it difficult for TRIPA to stand out in the market. TRIPA is more focused on traditional and basic insurance, optimizing existing products and not keeping up with the latest trends in insurance products.

4. Low Market Share

Fierce competition in the general insurance industry in Indonesia has a big impact on market share. TRIPA's market share in 2023 is seven percent; however, it considerably has a low market share because TRIPA Makassar Branch's market share is less than half of the market share of the general insurance company industry leaders (more than 25%).

5. Promotional activities are not optimal.

TRIPA promotional activities are not optimal and efficient yet through online channels and traditional channels. TRIPA has a low social media presence, rarely doing promotional and campaign activities such as Instagram ads and social media content. For traditional channels, TRIPA rarely implements advertising on billboards, radio, magazines, newspapers, brochures, banners, and others.

6. Reliance on the BNI Market

TRIPA is over-reliance on the BNI market is more profitable, and has a big contribution. TRIPA becomes reliant on the decisions and performance of the partner and might have less control over pricing, marketing strategies, or product development.

7. Low insurance penetration rate and awareness of insurance

Indonesia's insurance penetration rate is low and still below five percent compared to other peer countries. This means a significant portion of the population lacks basic insurance coverage. Indonesians have low financial literacy and are still unaware of the benefits and importance of insurance and how it works, which leads to hesitation to purchase insurance products.

c. Opportunities

1. Transition to PSAK-117

PSAK-117 is a new accounting standard that is being implemented in Indonesia. OJK has mandated that all of the insurance businesses in Indonesia need to implement PSAK-117 by January 2025. The implementation of PSAK-117 can encourage insurance companies to improve themselves and restore public trust in the general insurance industry in Indonesia.

2. Keep up with the latest trends and changes in the insurance industry

The rise of Insurtech companies is making it easier and more convenient for people to buy insurance online. TRIPA could digitize its insurance processes or collaborate with technology companies to improve efficiency and customer service.

3. Expanding into new market segments and new product development

TRIPA can identify and expand the untapped market segments that meet the company's target. TRIPA should target niche markets and explore new channels to reach a broader audience outside of the BNI market. Development of new and innovative insurance products, like green insurance that focuses on environmental factors, on-demand insurance, cybersecurity insurance, and others, by conducting technological advancements and partnerships.

d. Threats

1. Intense competition in the general insurance industry

Larger insurers and emerging insurtech startups pose a threat to TRIPA both from local and international players. TRIPA should monitor intense competition in the general insurance industry and develop strategies that can differentiate products and services from competitors. TRIPA need to innovate and adapt to stay ahead of its competitors constantly.

2. Changes in customer behavior and preferences

Customer behavior and preferences can change over time. TRIPA needs to adapt and cater to different customer demands. Different customer behavior can be a threat to TRIPA to set the right strategy. TRIPA should set a preventive strategy to face this challenge.

3. Changes in government regulations

Evolving government regulations might require costly adjustments to TRIPA operations. TRIPA should anticipate changes in regulations or policies that may affect the business.

4. Economic downturns

Economic downturns could lead to reduced demand for general insurance products. Some other challenges are higher rates of policy cancellations, declines in the stock market and other investments, and certain types of insurance claims that might rise during recessions.

5. Increasing cybersecurity and leak data protection threats

As technology grows, TRIPA should be aware of the increasing cybersecurity threats and leak data protection of their customers. TRIPA should make a strong strategy to anticipate and control the risks effectively and give comprehensive protection for their client to face this threat.

D) TOWS Matrix

The matrix is divided into four strategic quadrants: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats). TRIPA can leverage its strengths to address its weaknesses, capitalize on the external opportunities and be aware of the external threats as mentioned above. Various alternative strategies need to be prioritized based on a combination of the SWOT matrix analysis and the TOWS matrix.

Table 3: TOWS Matrix

SO STRATEGIES	WO STRATEGIES
SO1 (S1, O3): Leverage diverse and competitive products to expand into new market segments	WO1 (W2, W7, O1): Expand distribution channel and increase awareness of insurance by implementing PSAK-117
SO2 (S2, O1): Develop a user-friendly online platform and mobile application to capitalize on the transition to PSAK-117	WO2 (W1, W5, W4, O2): Maximize promotional efforts and updated with the latest trends
SO3 (S3, O2): Keep up with the latest trends by partnering with a technology company to develop Insurtech, cybersecurity insurance, and an environmental company to develop green insurance	WO3 (W3, W6, O3): Attract a new emerging market segment outside the BNI market and conduct market penetration to expand market share
ST STRATEGIES	WT STRATEGIES
ST1 (S1, T2): Utilize the diverse product portfolio to adapt and mitigate the risk of changes in customer behaviour and preferences	WT1 (W1, W5, T1, T2): Engage in more promotions to increase brand recognition and cater different customer demands
ST2 (S2, T1, T5): Use TRIPA's strong online platform to compete and stay ahead from the competitor and enhance the technological advancement to protect from cybersecurity and leak data protection threats	WT2 (W2, W3, W4, W6, T5): Invest in innovative products for TRIPA smart to overcome cybersecurity threats
ST3 (S3, T3, T4): Develop strategic partnerships based on the new government regulations to reduce the risk of the economic downturns	WT3 (W7, T3, T4): Create an awareness marketing campaign about insurance and financial literacy

Several strategies, including the SO, ST, WO, and WT strategies, are produced from the SWOT matrix analysis by matching the company's strengths, weaknesses, opportunities, and threats. The following criteria should be followed when choosing substitute tactics for these tactics:

- The SO strategy is selected if the business is strong at seizing opportunities;
- The ST strategy is selected if the business is strong at fending off different dangers already in place.
- The WO strategy is selected if the business can effectively handle the range of current threats.
- The WT strategy is selected if the business seeks to mitigate its vulnerabilities while averting potential dangers.

E) Proposed Marketing Mix

a. Product

By developing a unique approach to product development, the carrier was able to hold onto market share by improving current offerings and making room for future innovations that might open up new markets. TRIPA should create a niche product category outside the BNI market with innovations that cater to different customer needs specifically by adding more features, extended guarantees, benefits and clear product knowledge.

The general insurance industry has the potential to create insurance products specifically tailored to the needs of green insurance (coverage for solar power panels and other eco-friendly initiatives) and InsurTech since the use of technology and environmental issues is on the rise. TRIPA can enhance their mobile application system and features to stay updated with technological advancement. TRIPA can offer smart home insurance that can be included in the property insurance category that offers comprehensive coverage for traditional property risks (fire, theft, and natural disasters) and integrates with smart home technology to help prevent avoidable accidents. Adding to that, TRIPA can develop specialized insurance products for electric vehicles with help from InsurTech company.

b. Price

TRIPA can develop a differentiation pricing strategy for business and individual insurance by tailoring premiums to different customer segments based on B2B and B2C markets. TRIPA should offer competitive premiums and pricing to reflect the value proposition of each insurance product, specifically for property and motor vehicle insurance. Using the TRIPA SMART Mobile application, TRIPA can implement risk-based pricing by offering competitive rates to low-risk customers and make flexible payment options by partnering with companies to cater to different segments using instalments, multi-year plans, digital wallets or micro-payments.

c. Place

TRIPA distribution channels comprise brokers and other partnership companies. TRIPA should optimize their website and mobile application to promote its products and make easier access for customers. Adopting innovative technologies to boost productivity and enhance customer service by adding more features to improve the UI/UX design and the IT systems of TRIPA Smart. TRIPA can build marketing representative offices and marketing points spread all over Indonesia to expand distribution channels.

d. Promotion

TRIPA should focus on developing targeted marketing strategies with specific customer segments of the benefits of TRIPA products and services. Engaging customers through interactive campaigns, social media interactions, and superior customer service plays an important role in gaining marketing effectiveness. For smart home insurance promotions, TRIPA can partner with smart home device retailers such as Phillips and Baseus to promote the insurance product alongside compatible devices. For electric vehicle insurance promotions, TRIPA can partner with PLN, Hyundai, Wuling, and other related companies to promote the EV insurance product.

e. Physical Evidence

TRIPA can focus on maintaining and updating the office interior and design, adding new comfortable spaces for employees, and this can appeal to customers. TRIPA can create modern and welcoming office spaces, display awards and certifications, high-quality marketing materials, visually appealing websites and mobile applications to create a positive first impression and reflect TRIPA's reliability. TRIPA can build a marketing representative office spread in strategic locations or rural areas in Makassar, Indonesia, to enhance market penetration and efficient operations.

f. Process

To streamline and enhance the customer journey, TRIPA can develop more AI chatbots and virtual assistants in websites and mobile applications to provide instant support. Leverage technology to enhance efficiency and improve the customer experience. TRIPA smart should tailored to individual customer needs, offering personalized recommendations and services. Support TRIPA sales personnel with updated resources with an advanced IT system to make the claims process run smoothly and increase the transparency of insurance products. In addition, TRIPA sales personnel continuously gather customer feedback to identify areas for improvement and innovation.

g. People

TRIPA should boost the performance of its sales/marketing team and focus on long-term growth rather than short-term growth. Allocate resources for training and development in general insurance, sales and promotion, digital marketing, mobile application development, product innovation, financial literacy, and other related issue to create a positive and customer-centric culture. Furthermore, TRIPA should be redefining the insurance agents and partnership with the more competent brokerage, empowering the staff by creating a specialized team of customer ambassadors, and building a strong

internal culture by reward employees for their contribution to the company's success.

F) Proposed Implementation Plan

The author expects TRIPA will focus on its product innovation (outside the BNI market), building trust and attracting larger customers, expanding new market segments, offering various promotions, expanding the distribution channel, and developing a strong digital presence will be very important for increase brand awareness and lead the general insurance market in Makassar, Indonesia.

Table 4. TRIPA Implementation Plan for six months

Marketing Mix	Activities	Months					
		1	2	3	4	5	6
Product development	Market research for new product development.						
	New product categories or extended guarantees.						
	Adding features and updating the system to the mobile application.						
Promotion	Hire new employees in the marketing division, especially those who take certification in the insurance sector.						
	Improve HR Training related to product knowledge.						
	Increase promotion through social media by doing advertisements (IG ads, campaigns, or collaborating with KOL).						
	Creating engaging content, especially product information content.						
	Offline events activity with the local community, AAUI partners, and TRIPA's partner.						
Distribution Channel	Expand distribution channels by cooperating with marketplaces and digital wallet applications.						
	Meeting and target setting with broker/agent/partner.						
	Partnership with e-commerce in the insurance category (Halodoc, Shopee, or Tokopedia).						

V. CONCLUSION AND RECOMMENDATION

A) Conclusion

TRIPA carries values such as trust, loyalty, innovation, and superior customer service as the strategic foundation. Focusing on providing quality insurance solutions and great services. TRIPA continues to strive to strengthen its position as a leader in the Indonesian insurance market. However, TRIPA encounters several challenges. TRIPA Makassar branch is facing an intensely competitive industry in general insurance; TRIPA's market share is just 7% in 2023; this is a considerably low market share since it is less than half of the market share of the general insurance company industry leaders. TRIPA also has low brand awareness caused by over-reliance on the BNI market, and the company's promotional efforts are not optimal. TRIPA gross written premiums will decrease in 2023, and this can signal several factors, including lower sales volume.

The author conducted a thorough internal and external analysis. Utilizing frameworks such as the 7P Marketing mix, SWOT, TOWS, PESTLE, Porter's five forces, and competitor analysis provided a comprehensive understanding of the market landscape. In order to achieve a conclusion, descriptive qualitative data were gathered with an in-depth-interview of three respondents from TRIPA Makassar. From the analysis result, TRIPA must establish a competitive edge by prioritizing innovation and promotion to increase brand awareness and expand distribution channels to become the leading player in the general insurance industry in Indonesia. Building a long-term competitive edge through effective marketing strategy to increase market share, value, and revenue.

B) Recommendation

To address the current business challenges faced by the TRIPA Makassar branch, several strategic solutions are proposed. These recommendations focus on product innovation and development, distribution channel expansion, adopting technology advancement, and enhanced promotional activities to increase market share and sales growth.

Although this research provides valuable insights into the marketing strategy for TRIPA, it has limitations and it is necessary for a deeper understanding. Future studies could involve a combination of quantitative and qualitative methods,

including surveys and interviews with a larger group of insurance clients and sales personnel. This would provide more detailed information, enabling more effective marketing campaigns and strategic decisions.

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