

## **MARKETING PERFORMANCE ANALYSIS OF BUILDING PLANNER CONSULTANT**

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### **ABSTRACT**

*Marketing Performance Analysis of Building Planner Consultants. (case study in Java). Competition in the industry is becoming very keen, to win this competition company needs implementative and adaptive marketing program and strategy to deliver the product or service, so that the customer accepts it better than the competitors (superior). The service marketing mix program which have been selected from the market informations, coordinated and colaboration with all of function in the company will give result better. This research aims: To analyze of marketing performance of building planner consultants in Java. The service marketing mix program as marketing planning, segmenting, targeting, positioning, product/services, pricing, promotion, channel distribution, physical evidence, people and price. This research is used the strategic marketing management approach. The characters of this research is descriptive, while research method is survey explanatory, by using the sampling technique of simple random sampling to 140 of Building Planner Consultants. Results of this research indicate that about the marketing planning activities more of firm (about 90%) never do it, only 15.0% they doing the segmentation and 71.42% sometimes they do.*

*Keywords: Service Marketing Mix Program, Firms Performance.*

### **INTRODUCTION**

In Indonesia, the service industry continues to evolve. From the growth side, this industry has increased by 40% in 1983, became 42.1% in 1994, whereas in the same period of primary industry decreased by 44% or only 27%. (Central Bureau of Statistics, 2000), The contribution of service industries to Gross Domestic Product (GDP), although the increment is not too high but in 1983 already accounted for 32% in 1994 had reached 35% of total GDP. Service industry absorbs 14% of the total workforce in 1990. Service sector growth has resulted in marketing of services will become an important discipline in marketing research will be more profound than those of goods (Srivastava, Mukesh and Smith Jr., 2002). According to the National Socioeconomic Survey (SUSENAS, 2002),

the service sector provides the largest contribution to Gross Domestic Product (GDP), which is between 27.37% - 47.80%, and the service sector to absorb labor is greatest between 41.8% - 68.96%. Business sector of consultant services (agriculture, animal husbandry, forestry and fisheries, electricity, gas and water supply, industrial production, transportation and telecommunications, trade, hotels and restaurants, mining and quarrying) is expected to increase if the seen from the trend growth of primary and secondary sectors in Indonesia. (Atantya, 2000). Construction consulting services, which are companies in construction consulting services, including consultancy in building plan today are nearly equal to the amount of consulting firm non-construction areas, due to a paradigm shifting in Indonesia development. (Warsoadhi, 2003). Field of business consulting services have a tendency prospectively in Indonesia in connection with the enactment of Law No. 22/1999 (with the revise) on Regional Autonomy and Law No. 25 /1999 on fiscal balance between central and local government.

Association with the above conditions, then the market for consultants that the will change once more rely on the market from the central government, since 1970 (since the commencement of Repelita) will now be competing in these areas because of development funds will be allocated to these areas. The problem will be reach on this research are: How the marketing performance of building planners consultant and which the service marketing elements that affect on marketing performance of the company.

## **THEORITICAL FRAME WORK**

"Consulting is a consulted for professional or technical advice in a special case, acting in an advisory capacity." Building Planners Consultants, are: a cosulted aspect for professional (architect, civil engineering, mechanical & electrical, building maintenance cost estimate and instructional, etc), from the planning until construction and maintenance. (Webster & Mc Kechnie, 1999). Building and all aspects consulting field this can be done by individuals (personnel consultant) or by the company (consultant firm). In this research, which mean planning consultants is a company whose offering the service to plan the design of building, more specifically in Indonesia the company who are members of the National Association of Indonesian Consultants (INKINDO) with large classes, that are technically and qualifications can work on building projects whose value is above the one billion rupiah (DPP. INKINDO: 2002). According Sarvary, (1999), stating that basically is a consulting services company providing resources that intelligent (smart) to help solve the problem (problem solver) faced by the customer (client), "originally, the consulting firm's proposition was to provider a resource smart people to solve the client's problems". Hargadon and Sutton in Sarvary (1999), stating that there are 6 (six) the concept of a consultant in order to assist industry consultants function as an intermediary in the transfer of technologies (a technology brooker) as a consultant tasks associated with other industries vary. The sixth concept can be

operationalized through the concept of analogical relationships (analogy connection) which consists of problem identification (identifies a problem), identify similarities with other classes of problems (to benefit the analogy of the problems with a class of other problems) and adapt completion of an ongoing problem (the solution of indigenous those problems to the current one) apart from there are consultants who generally know the completion strategy of the problems faced by the customer (the generalist strategy consultant) and there is a functional consultant or specialist consultant who can show and help clearly resolve customer problems (the functional or specialist consultant) and no less important is the implementation of the knowledge possessed by the consultants (implementation of knowledge) the right of the problems faced by customers and has been found and identified by the consultants.

In conjunction with marketing management consultants, Muchayat, (2002), states that the consultant worked under the condition of in-elastic supply - demand, meaning that if demand is available in a given period is related to construction work, so then all of a sudden turned into a job that deals with the management and social development, then the consultant is not easy to transform its resources (especially human resources) in accordance with a demand that appears. This condition has been experienced by consultants in Indonesia when the crisis occurs, all activities associated with construction projects to be pursued. From the description above, the consulting business strategy must be correlative with the development of a country. If the construction and future development geared towards fulfilling the primary sector, matching the upstream-downstream industry and regional autonomy, the market is available it should be absorbed with the company strategy to provide resources and marketing strategy consulting firm.

The experts who have the same principles of service marketing mix are: Zile, I. G. & Vinogradova, V (2005) and Warne et al., (2003) states that within the scope of the services marketing mix that need to be composed of 7 (seven) elements (the seven P's), first is product, product means the goods and services combination the company offers to the target market (Tucker et al., 1996). Consumers do not buy goods or services, but buy the benefits and value of something that is offered and offered. Offering a product can also be distinguished on the basis of levels: core product (core or generic product), at the most basic level, services or benefits actually purchased the customer base. Products with value-added (augmented product), on the third level, marketers are preparing an improved product that meets customer needs that exceed their expectations. The second is price, price is the amount of money charged for a product or service, or the sum of values of consumers exchange for the benefits of having or using the product or service. (Tucker et al., 1996). Price is the amount of money needed consumers to obtain the desired product or service. The determination of the price level will be very important when demand is elastic. Must be understood within the service marketing costs needed to provide services and how those costs change at any time and at all levels of demand. The

total cost of a service is the total amount of fixed costs, variable and semi variable. A service manager must be understanding the how the behavior of the cost will vary at each level of production services. Experience curve can be used as a tool to be able to understand the behavior of costs in service industries. An understanding of the costs of competitors can help managers predict a competitor's ability to change the structure determination of tariff services. Service companies should try to set standards for the calculation of competitors, price and profit from the services it generates. This can be done with various techniques including the purchase of goods competitors, conduct market research and include comparing the price-quality than that offered by any major competitor. The third is promotion, which is an effort in communicating on the provision of certain services to target markets in order to attract the consumer to consume. According to Garengo et al., (2005) "Promotion as the marketing function persuasively. Concerned with communicating to target audiences the components of the marketing program in order to facilitate exchange between the marketer and the consumer and to help satisfy the objectives of both". To effectively communicate their products, companies must first determine the target market and then combine the means of promotion, namely advertising, sales promotion, public relations, direct marketing and personal selling so that consumers can recognize the company's products and interested in buying the product. For example, if the company will use advertising, the media used should match the target market. If the company will use direct marketing to consider the medium used, to the internet using the direct-marketing, is considered impractical because it can save a lot of time. The marketing communications mix the specific mix of advertising, personal selling, sales promotion, public relations, and direct-marketing tools a company uses to pursue its advertising and marketing objectives. (Tucker et al., 1996). In conducting promotional activities, companies can not use just one promotional tool only, but must be combined in an integrated whole of a promotional tool in such a way, for promotional activities can be run well and achieve its objectives. The place (channel distribution/outlet), is an activity related to the problem of determining the location placement or to provide the services offered to consumers in the target market in order to provide convenience for consumers to use. Refer to the placing of people and or facilities to perform the service operation. The location for the service by Aguirre (2001) there are two possibilities: Customers come to the location of service facilities and service providers who come to the customer. This location often determines the success of a service, because the location is closely related to a potential market of a company. In addition, the location also affects the strategic dimensions such as flexibility, competitive positioning, demand management, and focus. Site selection should consider these factors: access (ease-range), visibility (easily visible), traffic, with consideration, many passers-by could give impulse buying, density and traffic congestion could become an obstacle in providing services, parking facilities spacious and secure, expansion, the availability of space for future expansion and environment, the area around the support services offered, competition, the location of competitors, government regulations, etc. The physical evidence, is a physical proof that covers all aspects of the physical facilities that can

support fluency in the process of delivering services and to be able to attract and give confidence to consumers. Physical evidence, according to Zsidisin et al., (2000), is the environment in the which the service is delivered and now here interact firm and customer, and any tangible components That facilitate performance or communication of the service. Physical evidence is a matter which obviously also affect consumer decisions to buy and use products offered services. The elements included in the physical evidence, including physical environment, in this case the physical buildings, equipment, fixtures, logos, colors and other items held together with the service provided, such as tickets, cover, label, and so forth. In addition, the atmosphere of the companies that support such as visual, smell, sound, layout, etc. People, is an activity that involves people, both the consumers and existing employees on the company to participate during the transaction process for services provided or offered. This engagement result from the characteristics of intangible services and the implementation of the same production with consumption by the consumer. People who is all the human actors play a part in service delivery and thus influence the buyer's perception, the firm's personnel, the customer, and other customers in the service environment. (Raza et al., 2006).

Elements of people who were directly involved in running all of the operation, and is a factor that plays an important role for all organizations. The people element is a service company not only plays an important role in the production or operations, but also in having direct contact with consumers. The behavior of those who were directly involved is very important in influencing the quality of services offered and corporate image services concerned. Elements of these people has 2 aspects, (1). Service personal, in a service organization, service personnel are usually held the joint positions, which entered service and sell these services. With good service, fast, friendly, thorough, and accurate will create customer satisfaction and loyalty to the company that ultimately will enhance the good name of the company. (2). Customer, is another factor affecting the relationships that exist among its customers. Customers can give the perception to other customers, about the quality of service has ever gotten from the company.

Process, an activity which involves the implementation of the provision of services because of the nature of which requires the provision of services in conjunction with the time consuming, requiring the ability and skills that are supported by the particular equipment. Process according to Tan et al (2000), is the actual procedures and flow of activities by which the service is delivered and operating systems. Elements of this process has a sense of a corporate effort, in implementing and carrying out activities to meet the needs and desires of consumers. For services firm co-operation between marketing and operations are very important in this process element, especially in serving all the needs and wants of consumers. Because if viewed from the perspective of consumer, product and services seen from how the service process to produce the function.

## RESEARCH METHOD

Observations were done on a number of companies building planners consultants at 5 (five) provinces in Java. In this study the sample size was determined by iterative. The calculation of minimum sample size in this study were 140 firms or 31.32% of the population. This study uses a combination of data collection techniques: interviews, questionnaires and observation. Research method is qualitative approach by mapping of marketing performance profile.

## FINDING, RESULTS AND DISCUSSION

A company marketing performance can be seen from how detailed the marketing plan situation analysis conducted from marketing, segmentation, targeting, positioning (compare with competitors through competitive analysis), product, pricing, marketing communications, channel distribution, and products or services performed.

Marketing plan is an activity that must be undertaken by company which customer oriented strategy. In the services marketing that put more emphasis on relationship marketing, the focus is on keeping customers rather than sales oriented to benefit in the long term with high commitment and contacts with customers in a more intensive and uphold the quality of service. In the case of the interaction elements of service marketing and personnel at the companies involvement with the customer service is higher than in the marketing of goods or produk.

Service marketing plan through the human element is more dominant than the other marketing elements. Finding, only about 5% of the companies do the marketing plan, during the period 1995 to 2003. The majority (40,71%) companies has never done marketing planning. This is probably due to the experience so far that work or project which is obtained is still a majority (68,57%) came from government (local government and state-owned enterprises). Markets are semi-captive; means a job or project that is obtained as it was already available so that marketing planning is not necessary. According to survey from the Board of National Association of Indonesian Consultants (DPP. INKINDO) at 1995, only about 5% companies that perform marketing planning. This shows only 7 (seven) or 5 (five) companies who always do the marketing plan. The remaining 20,71% of companies sometimes make the marketing plan and about 10,71% never do and about 22,85% occasionally do it. According to Snowden (2002) marketing plan that starts from the mission statement will also determine the profitability of the company. The profits earned by the consulting firm consecutive decline in the year 1994 amounted to 9,05%., in 1995 is 9,01% and in 1996 only amounted to 8,02%. (DPP.INKINDO, 1997). Different market segments will use different strategies and implementation. Before the change of the regulation, most of the target market for this

company is the government (state-owned enterprises, ministries and non-departmental government agencies, etc.). Since the introduction of *Pelita* since 1971, the government has strong authority in procuring building primarily as a state building infrastructure. Along with the development of other economic actors (private) starts to grow given the opportunity to contribute to national economic growth. Thus began growing market segment, however, the market segment of the government sector still represents the largest segment (68,57%). Private parties in order to invest his efforts have not provided a significant opportunity as a segment for building planners consultants, only 15,00% of private primary target market made by this company. In determining the target market, some companies (71,42%) occasionally perform segmentation, targeting and positioning and 15,00% always do, only 2,14% never doing segmentation, targeting and positioning and 6,42% sometimes do it as well as 5,0% have never done at all. Variations in the intensity of the implementation of segmentation, targeting and positioning is related to the limitations of the company in conducting market research.

National Association of Indonesian Consultants (INKINDO) is a consulting company associations that exist in Indonesia. This association appears to contribute both in terms of cooperation among existing consulting company in Indonesia, so that among the companies in this industry there is almost no competition in order to get a job or project, but between the number of establishments and number of projects which can be currently within last year much different. This will impact on the activities of competitor analysis in strategic marketing is one part in analyzing marketing situations to make its marketing decisions. So that the results obtained that most of these companies (75%) never do a competitor analysis. Only 8,57% and 7,14%, which is sometimes, and never conducted an analysis of competitors. Another impact of this situation is not have the beneficial of competitive advantage for the companies both nationally and internationally. About only 6,42% occasionally do a competitor analysis and only 2,85% always conduct the competitor analysis, the possibility of this is done by the company to anticipate the global market. As can be seen from the comparison of materials research Travica (2005), which showed that 79% of companies in America are always doing competitor analysis on a regular basis (regularly-continously) and only 21% who do periodic monthly or quarterly.

From the seven elements of the marketing mix that most of companies (70%) is have advantage on the product or services. A total of 90,71% companies stating that the product or services offered in accordance with the characteristics of the target market. Only 2,14% somewhat suitable and 5% moderate fit between the product and services with the characteristics of the target market, while the 2,14% very appropriate.

Product or services of building planner consultant has different characteristics with product of goods, because the coverage is associated with intangibles elements, concerning the elements contained within the relevant services, as well as compatibility with the characteristics of the market. Based on the results indicate that the company

already has a concept oriented to the market. This can happen because the majority of human resource services industry consultant in this building planners have realized the importance of customers and most of them educated at least a baccalaureate with a relatively wide knowledge. The company's activities in product development associated with the level of market orientation in determining the company to program its product. Orientation to the market means paying attention to shifting customer demands and competition, therefore in order to develop the product can not be ignored the results of customer analysis and competitor analysis for the resulting product can be superior and can be accepted by the customer exceeds the competition (superior). As has been stated above, the company can make product development by way of modification, imitation or innovation.

Product development is conducted by the 50,71% of companies do all the innovation and only 31,40% who did most of its product development modification and a little innovation. This shows that every time the company to innovate in accordance with customer demand. Hardly any building design that looks like the same, each building different designs. This shows that innovation is always done by the company. While most of the little modification and innovation likelihood due to the demand of customers who want a similar building design, such that any particular bank building design has a characteristic similar to its institutional identity.

Companies that do the actual modification of old products indicate that the company lacked the courage to offer innovative products because of concerns companies face many risks. It is unfortunate that fear of the risk element, because the opportunities to innovate in planning service building is open very wide. It turned out that 50,71% companies have made product development innovation. This means the company has dared to create a product outside of the old product characteristics.

This fact is in accordance with the opinion of Burstein, F. and Linger (2003), that product development can be: original, repair, modification or granting a new brand. How far the company has been oriented to the market, that it can be seen from the activities carried out in order to formulate a program of products with the characteristics of the target market, that the majority (64,28%) company always make adjustments to their products with the target market and 20% do so occasionally, only 2,85% who never make adjustments to the target market their products. This means that company has been oriented to the needs and wants of target markets, because they expect any products offered can be in accordance with market demand, it also shows at least the company have applied the concept of marketing as proposed by Kotler *and* Keller (2006), in this case is only 5% sometimes do.

The program of price selling determined by the company which is directed to achieve the goal of pricing or marketing purposes. Pricing or tariff services for companies building



planner consultant have been regulated by government. The division rates of involvement in a project that is: planner consultant, superintendent of construction management consultants, contractors and project managers. In this case the pricing analysis for a planner consultants to be limited about the price programs that includes the first time pricing, price adjustments and changes in the price of hard to do by the company. In setting prices/tariffs for possible only based on the cost factor alone, can not be set based on demand or competition. However, despite the determination of tariffs is determined can still be performed pricing analysis usually.

Pricing/tariff/fee of the company have been defined under the rules of the director general of public work decision. Thus the determination of tariffs for a work based on cost alone. But if there is agreement between both parties is the determination of tariffs can also be based on demand, while tariffs on the basis of competition almost never used as the basis for the determination of tariffs. Therefore, the results showed that 49,28% of companies in setting tariffs for a work is wholly based on a set fee, currently 31,42% based on cost and demand and 16,42%, on request only. Almost all companies (94,28%) to analyze the calculation of tariffs for a job before the contract was signed. This happens because the company usually required to submit a bid price to be held auction (bidding) in obtaining employment.

In fact the company considers its orientation to the cost, demand and competition tend to be able to break through the market because it has been considering various interests, so the price set tend to meet the expectations of all parties.

Theoretically, the selling price for companies based on the 3 (three) elements, cost, demand and competition. However, in this case have been defined under the rules of director general of public work decision number: 295/KPTS/CK/1997 April 1, 1997, (with the revises every year), so the setting of tariffs for a job based on the cost only. But if there is an agreement between two parties setting of tariffs may also on request, while tariffs on the basis of competition is almost never used.

Therefore, the results showed that 49,28% of companies in setting tariffs for a job is entirely based on cost, is 31,42% based on cost and demand and 16,42%, on request only. Things like this show that in the setting of tariffs for a job the company did not look stiff (rigid), that the regulatory determination of tariffs is something that is "absolute", it also may indicate that the company is oriented to the demands of its customers and the price is not something that the dominant influence relationship even if the project is "multi years' service rates are sometimes considered not so important there is work for the coming year means there is hope for the continuity of corporate life. Only 2,14% and 0,71% of the company based on cost, demand and competition and target market. The other consideration in setting rates previewed who their clients, usually for social customers or social facilities for the general price can be considered based on who the target market.

This also shows that the company has a social mission that is not only oriented to the benefit of the materialism. If an industry in its pricing based on cost and demand means that the cost factor is not enough to guarantee a product or service can be sold because of factors determining market demand. Because the customers is an industry of finished products, the company has noticed the price requirements desired by the buyer. In business, the company may consider such elements as: the basic price, discounts, credit terms, delivery terms and price breaks. From the research, it turns out the basic price by 78,57% to be considered very carefully considered by the company and 12,85% of the company. This indicates that industry attention to every element of cost elements only the most dominant base price taken into consideration. While the four elements of other cost not considered. This shows that the industry is more oriented to the cost in terms of pricing. 78,57% of companies that consider the base price of the show also that the price already includes the desired minimum profit company, so that the minimum profit is the main target company, such a strategy indicates that the pricing objectives more consideration profit. The decision of Director General of Public Works stated above is the price is included minimum profit to be gained by company. This basic cost components typically includes the costs of personnel and operational cost and the cost of consumable materials or direct cost and indirect cost.

Most companies conduct his campaign by using face to face (personal selling), it can be predicted that the budget used for this activity will be relatively large. In terms of advertising budget almost every company (84,28%) consider it, even a 12,14% strongly consider this advertising budget.

Promotion is basically a communication between the company and the buyer, the process of promotion can not be separated from the communication process in general, in the communication process are sending a message (sender), the message stated in the code (encoding), messenger tools (media/transmission device), then the message is translated (encoding) and accepted by the recipient (receiver) and receiver providing feedback (feedback) as an indication that the message delivered was well received. However, in the process there is always interference (noise) that can interrupt the message from sender to receiver. In delivering the marketing message from a company in the form of information relating to the marketing mix (product, price, methods of delivery of information, distribution channels, resources, physical evidence and process of operation and delivery of services) delivered to the target market by using the media or without media appropriate to the nature and characteristics of the product or service to be offered and the exactly same target market, so that all messages submitted by the company will certainly be accepted by the target market.

Companies can choose the types of promotion that can be combined in accordance with the characteristics of products or services and the characteristics of the target market, the types of promotion may take the form of advertising, face to face (personal selling), sales

promotion, public relations, or direct sales. The steps of effective communication is reflected in the target market research, channel (media), budget and presentation of the promotion mix. In this research revealed how far the company will consider the target market campaigns or missions to be conveyed to the target market, the message you want conveyed in the context of the formulation of promotional strategy, channels or media used, the budget is prepared to support the promotion and presentation on a media campaign. According to Alvarado et al., (2007), that there are 6 (six) types of personal selling that is: responsive selling, trade selling, missionary selling, technical selling, creative selling and consultative selling in a sequence starting with the process of attaining knowledge, prospecting, pre-approach, approach, sales presentation and follow-up. Personal selling by consultant is the kind of consultative selling, which is a form of relationship marketing. Salespeople began to meet with prospective buyers until the buyer making a purchase is done by consultation, question and answer with prospective buyers and directly provide a solution. Salesperson provide a way out of the difficulty potential buyers of individual (customized). Because the service is individual, then the budget used for these activities are relatively more expensive with the level of effectiveness that can not be measured. Where to every prospective buyer do the same thing (consultative selling), the need for salespeople, time, cost and energy required is relatively higher than in ways other promotions such as advertising or PR (public relation).

Frequency of presentation of promotional activities related to the number of times the campaign carried out within a certain time. If the campaign takes the form of advertisements in newspapers such as are used to determine how the frequency of presentation in a month, for example, or within one week. If the campaign takes the form of personal selling, then calculate the frequency of presentation based on visits made by salespeople. Therefore, building planner consultants using promotions by face to face (personal selling), the company experienced difficulties in setting budgets and difficult to determine the frequency of promotion especially the presentation of the visit or consultation time (consultative selling) is unscheduled. However, there are customers who regularly scheduled consultation times. It can be seen from the results of this study that the frequency of presentation of promotion into consideration for the company because it is closely related to the establishment of budgets and the effectiveness of promotions undertaken. The majority (78,57%) companies consider the frequency of this presentation in order to merit promotion strategy formulation, even 14,28%, the company is considering this. Only 1,42% of companies did not consider the frequency of presentation of this campaign as a material consideration in the formulation of promotional strategy services. With promotions through face to face, then the frequency of presentation can not be calculated as if the promotion is done by using the print or electronic media that more can be taken into account the frequency of presentation.

It considers the frequency of presentation in order to carry out one of the marketing mix consider it carefully, because the way the campaign was doing the bulk of using personal

selling, then the frequency of presentation related to the establishment of promotion budget to be considered as an activity that expected not to disrupt their financial cash flow, so that the continuity of the company can be assured. Also according to the promotional purposes stated by Li et al., (2005), that the campaign aims to inform, persuade and influence the prospective buyer, then the personal selling by the company tend to lead to influence prospective buyers to make purchases of services offered.

As stated above that the majority of the company doing promotional by personal selling. This is done because the characteristics of its products in the form of technical services that require more detailed explanation and must be done face to face between the service provider with prospective buyers. It also specific targets market characteristics of individuals or institutions that are planning to make requiring a physical building of the designer that can meet the needs and expectations. In this statement, actually more of a statement revealed in this study that precisely 86.42% of companies conduct his campaign by using personal selling. Of the 140 companies into the study sample was almost all done through personal selling, because many service providers deal directly with customers and the industry has made a personal sales as a pledge to make persuasive to the buyer. In line with the opinion from Kotler and Keller (2006), that personal selling is the most effective promotional tool at the end of the buying process, especially in terms of building preference buyer, purchasing buyer confidence and implementation. Promotion is done in the form of face to face done in every opportunity by top management and the target markets, are government agencies, institutions and companies that are considered to have potential to become customers. Implementation is done face to face at every opportunity during the early preparation of the budget. Other promotion sends form with company profiles in the form of print media is also very helpful, but compared with face-to-face promotion is less effective because it is usually the prospective customers do not have time to learn all the contents of this profile, and usually in the company profile required more concrete evidence of direct information in person. In addition, constraints in ways other promotional consulting services in Indonesia is limited by the "ethics" in its ethics code is not allowed to openly campaign through advertising, sales promotion, usually the company will propose the introduction and offering after announcement in the media about the project to be undertaken by the project owner, in accordance with government regulations in the Presidential Decree No. 18 year 2000 on technical guidance procurement agencies.

Submission of the work on time in accordance with an agreement/contract is agreed upon is a separate consideration for the company, but the delivery of the results of this work is usually not delivered through channel marketing agency services, because most of the companies do not have marketing channels. In service marketing, channel distribution is basically a series of plans to deliver the product or services to customers as expected, differences with the product of goods. Zsidisin et al., (2000) state that the output of services are varied and have properties that can not be separated from production to

consumption processes (simultaneous between production and consumption), then the service providers have to serve their own customers or to find ways to involve other parties in the delivery services offered. Building planner consultant to deliver their services to the customer has its own characteristics, so the need to consider factors relating to the quality, quantity, timing and value of service, convenience and availability, the location of the buyer, buyer characteristics, technological capabilities and the type of services offered. (Matthiessen et al., 2006). Therefore, the perception of the company on the timeliness of this delivery is the delivery of work based on mutually agreed contract between the company and the project owner.

A total about of 70,71% of companies according this work, accuracy of delivery time is usually stated in the contract is considered to maintain the relationship and the credibility and confidence of customers toward companies. Only 5% companies that did not consider the timeliness of these submissions, this is likely to occur if in the process of making design changes implementation of each consultation, usually to overcome this irreparable cooperation contract (addendum) by mutual consent, but if the delay in submission of results draft is due by the company then the penalties may be enforced as stated in the contract.

Timeliness of product delivery of these services is a decisive aspect in the process of service delivery. Other factors such as quality, quantity and price will not have much effect for the customer if the product is not delivered services on time. Because customers have the following schedule or plans relating to the construction or physical development or other related service products generated by company. The company therefore timely to consider these submissions. Even the 7,85% of the company is considering it, this shows that the consistency and commitment to customers is very strong on the delivery of services products. Although most of the 70,71% of companies have been consistent with the timely product delivery services, but there is 5% companies that did not consider the timeliness of delivery, this means that companies paying less attention to activities of customers in the process of operation and delivery of services.

Marketing channel mix strategy will be more effective if companies consider the elements of time, quality, quantity, price and location of the buyer (the five rights: right time, right quality, right quantity, right price and right place). Consideration is intended to meet the expectations of buyers. Quality is compatibility between what is given by the company (performance) with customer expectations. The accuracy of quantity, price and location also is things can not be ignored in the context of service delivery to customers.

Facilities or physical evidence, is a facilities/infrastructure used by service providers within the framework of the operation and delivery of services to customers, service companies can not let go of the existence of this physical evidence, according to Martins. and Viedma (2006) that the environment of physical evidence includes the components

and the appearance of the facilities that has to do with the operation and delivery of services can be seen when companies and customers interact. In the presence of appearance of physical evidence from a service company, it would appear the assessment of consumers relating to the completeness of facilities, environmental harmony, confidence and pleasure that obtained when the services are consumed.

The physical evidence program sought to influence the consumers against the services. According to the company's environmental, the services offered, customers, competitors and capabilities, it can be seen that company have the ability in providing physical facilities to support operational processes and delivery of services to customers. This proves that companies active with their customers and keep track of progress. This services related to technology, the technological developments in this field must be followed, because consumers will usually demand more than what they had ever known before and assume that with technology, desire and expectations.

Appearances physical evidence can be grouped into 2 (two) categories, direct physical evidence that can be felt by consumers around the company or other party at the time of delivery of services, such as: buildings, parking lots, workplaces inside buildings, other facilities and so forth and evidence other physical as support received in any other tangible form by the consumer. The others is physically presentation that can give confidence to consumers in hopes to foster loyalty to the company. Instead there was less than 4,28% company able to provide physical facilities to support operational processes and delivery services. This prove the company is still not oriented to the demands of its customers and less to follow the development of technology.

In order to deliver a quality service can not be separated from the human resource factors as the originator, the creator of a product or service and equipment tools that can make the product or services to meet customers need and expectations. In delivering product and services to customers can not be separated from technological developments, as products of the company such as design, drawing table and drawing machine, a computer etc. For companies that still use the old technology will have difficulty at the time of consultation with the customer's. that takes a long time, but when using the computer programs are more modern, the changes can be made on the spot and can give hope and customer desires at that moment. Other can be presented in three-dimensional shape that is more complete than when using conventional drawing machine. At the time of this research, then most companies have been using modern equipment in relation to the work.

In terms of provision of facilities to support the delivery of services, from the results of this study revealed that most companies (70%), quite capable, even capable of 12,14% and 7,85% is capable of providing the physical facilities to support operational processes and delivery of services. There are 87 (eighty seven) companies or 63,57% of companies

who have used modern equipment, there are still 3,57% companies that have not been using modern equipment.

The ability to provide competent workforce, there are most of the companies (70,71%) are quite capable of 12,85% and 7,85% of companies capable of even highly capable to provide the appropriate workforce with the services offered, this is in fact based on the conditions in Indonesia that under graduates colleges that still do not possess the real work can fill the opportunities that exist in this consulting service company, this agrees with the opinion of Warsoadhi, (2003) that the college under graduates have employment opportunities in the field of consultancy services by using the science that was received in college. Nevertheless there are still companies (4,28%) are less able to provide the appropriate workforce with the services it offers.

The role of human resources in the process of operation and delivery of services is very important, because the service is essentially identical to human (people). Participation of people in the process of service offerings is one of the marketing mix for services participate in achieving marketing objectives. The level of participation of individuals involved is a variable that can be planned in order to offer services to the market. The more active participation of all personnel within the company expected the more effective the work carried out, the effectiveness is supported by competencies every individual in the company. This happens also in companies involving human planners as a tool in the process of operation and delivery of services to its customers. Even the recruitment, training, and placement should be adopted with the type of services offered, in the event the companies a lot of manpower needs in the fields of architecture, civil, mechanical and electrical, estimator and construction management in the recruitment and training and placement must comply with the job performed. Most of firms (70,71%) is quite capable and 12,85%, 7,85% of companies capable of even highly capable to provide the appropriate human resources with the services offered, this is in fact based on the conditions in Indonesia that college graduates who still do not possess real work to fill opportunities that exist on these consulting services company. In general, building planners consulting services company has been considering the factors associated with program personnel in the delivery of their services, especially regarding the nature of the services offered both advantages and disadvantages of each, this will affect the process of recruitment, and placement in company development.

In determining the human resources program of individuals associated with the delivery of company dependent upon considerations of company to the services offered, the existing employees at the company, consumers, competitors and the facilities that support. From the results obtained the company has considered such matters it with the results obtained 71,42% companies have used workers who have competence with job services offered, only 1,42% are never did and almost 20%, or more precisely 19:28% of companies do this occasionally, this suggests that at certain times it is difficult to obtain

employment appropriate to the type of product and services offered. On the other hand that the majority has used workforce that has the competence show that the company is consistent with the manpower used in accordance with the services offered. In the event planner consulting services company building, it takes special effort and competent on the field as the field of architecture, civil, mechanical and electrical, estimator, and labor who knows the ins and outs of the building.

The process of delivery the services is planned, systematic, and integrated, so that every company has to understand exactly what to do to the need and wants can be satisfied customers, therefore most of these companies (90.00%) perform in accordance with regulations applicable, (5%) companies doing occasional deviation, 2,85% and 2,14% had sometimes, but no firm (0.00%) that deviate from the rules. Almost all companies (90,58%), informs that its net profit between 10-50% of the earned portion of overall costs that are available for the procurement of a building, there were only 3,62% of net profit above 10 % and 5,07% net profit within the past one year, less than 5%. This indicates that net profit in the range of 10-50% obtained represents the value obtained by the public and almost all companies. From the company profitability in order to comply with environmental changes must set aside a budget for such investments in modern equipment, training and development of human resources, training and education to increase knowledge and insight etc. all of which require more cost.

## **CONCLUSIONS AND IMPLICATIONS**

Marketing performance of building planner consultants firm in Indonesia, associated with services marketing programs include marketing planning, segmentation, targeting, positioning and product mix as pricing, marketing communications, distribution, and services (including provision of advice/infrastructure, human resources and processes). In delivering services are in accordance with the target market. Pricing mix program was done by calculating the price of a work, set prices based on costs fully, consider the elements of prices such as association, consider less discounts, simply consider the specific requirements, simply consider the terms of delivery enough considering the price reduction. Promotion mix program of company to get the project done, consider promotional activity promotion budget, the promotion is done by personal selling. Chanel distribution program is rarely done, however the company considers the elements of channels distribution such as timeliness of delivery, of course mix of physical evidence that companies are using modern equipment in the completion of its service products, the company is able to provide modern equipment to support the service.

The others elements that most influence the performance of the company's. Company using a competent workforce with the type of work. On process element, the company



made in ways according to the rules in completing the work. This will significantly affect the company's performance, especially in terms of company's profitability.

Implication of this research are do a more detailed analysis about the target market or customer. Marketing Plan in order conducted to support companies performance. Marketing plan with the any marketing mix elements need to be more detailed, systematic and integrated, so as to implement better targeted.

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