

TABLE OF CONTENT

COVER

STATEMENT OF ORIGINALITY OF THESIS

AGREEMENT OF MENTORING GUIDANCE FOR THESIS

THESIS EXAMINING COMMITTEE

ABSTRACT..... v

ACKNOWLEDGEMENT..... vi

TABLE OF CONTENT..... viii

LIST OF FIGURESxiv

LIST OF TABLES xvi

LIST OF APPENDICE xvii

CHAPTER I INTRODUCTION

1.1. Research Background 1

1.2. Research Questions 8

1.3. Research Objectives 8

1.4. Research Contribution 9

1.5. Assumptions 10

1.6. Limitations of Research 10

1.7. Research Outline 11

CHAPTER II THEORETICAL BACKGROUND

2.1. International Business	12
2.1.1. Reasons for Going International	13
2.1.1.1. Reactive Reasons	13
2.1.1.2. Proactive Reasons	14
2.2. International Trade	16
2.2.1. Reasons Why Business do International Trade	16
2.2.2. Risk and Problems for Business Doing International Trade.....	17
2.3. Entry Modes in International Business	17
2.3.1. Non-Equity Mode: Exporting	18
2.3.2. Non-Equity Mode: Contractual Agreement.....	19
2.3.2.1. Licensing.....	19
2.3.2.2. Franchising.....	20
2.3.2.3. Turnkey Projects	20
2.3.2.4. R&D Contracts.....	21
2.3.2.5. Co-Marketing	21
2.3.2.6. Management Contracts	21
2.3.2.7. Contract Manufacturing	22
2.3.3. Equity Mode: Partially Owned Subsidiaries.....	22
2.3.3.1. International Joint Venture	22
2.3.4. Equity Mode: Wholly Owned Subsidiaries	23
2.3.4.1. Green-field Operations.....	23
2.3.4.2. Acquisition.....	23

2.4. Factors That Influences the Entry Mode Decision.....	26
2.4.1. Internal Factors	26
2.4.2. External Factors	28
2.5. Export.....	31
2.5.1. Reasons Why a Company do Export	32
2.5.2. Exporting Barriers.....	33
2.5.3. Export Pricing	34
2.5.4. Payment System.....	36
2.5.5. Distribution Channels	37
2.5.6. Export Certification	38
2.5.7. Export Shipment and Transportation	39
2.6. TOWS Matrix.....	40
2.6.1. Strength and Opportunities Strategies	40
2.6.2. Weakness and Opportunities Strategies	41
2.6.3. Strength and Threat Strategies	41
2.6.4. Weakness and Threat Strategies	41
2.7. Framework of Research	43

CHAPTER III RESEARCH METHOD

3.1. Research Preparation.....	45
3.2. Research Method.....	46
3.3. Research Design.....	47
3.3.1. Case Study as Research Strategy	47

3.3.2.	Unit of Analysis	48
3.3.3.	Time Horizon	49
3.3.4.	Criteria for Judging the Quality of Research Design.....	49
3.3.5.	Case Study Designs.....	50
3.4.	Data Collection Method	51
3.4.1.	Case Study Questions	53
3.4.2.	Collecting Case Study Evidence.....	53
3.4.3.	Data Classification	55
3.5.	Data Analysis Method.....	55
3.5.1.	Analyzing Data Findings	56
3.5.1.1.	Research Question 1 tools.....	56
3.5.1.2.	Research Question 2 tools.....	56
3.5.1.3.	Research Question 3 tools.....	56

CHAPTER IV RESULTS AND DISCUSSION

4.1.	Fish and Fishery Industry in Indonesia	57
4.2.	Skipjack Tuna.....	62
4.3.	Company Profile	65
4.3.1.	Vision and Mission	67
4.3.2.	Organizational Structure	67
4.3.3.	Products.....	68
4.3.4.	Production Process of Precooked Loin and Flake	69
4.3.5.	Exporting Products and Packaging	70

4.3.6.	Export Payment System	71
4.3.7.	Distribution Channel	72
4.3.8.	Export Shipment and Transportation	72
4.4.	Case 1: Japan.....	75
4.5.	Case 2: Thailand.....	80
4.6.	Factors That Influence the Entry Mode Decision to Japanese Market	83
4.6.1.	Internal Factor – Strengths.....	83
4.6.2.	Internal Factor – Weaknesses	84
4.6.3.	External Factor – Opportunities.....	84
4.6.4.	External Factor – Threats.....	84
4.6.5.	Strength and Opportunities (SO)	85
4.6.6.	Weakness and Opportunities (WO)	85
4.6.7.	Strength and Threats (ST).....	86
4.6.8.	Weakness and Threats (WT).....	87
4.7.	Factors That Influence the Entry Mode Decision to Thailand Market	88
4.7.1.	Internal Factor – Strengths.....	88
4.7.2.	Internal Factor – Weaknesses	89
4.7.3.	External Factor – Opportunities.....	89
4.7.4.	External Factor – Threats.....	90
4.7.5.	Strength and Opportunities (SO)	90
4.7.6.	Weakness and Opportunities (WO)	91
4.7.7.	Strength and Threats (ST).....	91
4.7.8.	Weakness and Threats (WT).....	92

4.8. Reasons for Using the Entry Strategy to Japanese Market	92
4.8.1. Proactive Reason	93
4.8.2. Reactive Reason	93
4.9. Reasons for Using the Entry Strategy to Thailand Market	94
4.9.1. Proactive Reason	94
4.9.2. Reactive Reason	95
4.10. Exporting Procedure of Indonesia	95
4.11. Japan Importing Procedure	97
4.12. Thailand Importing Procedure	100

CHAPTER V CONCLUSION AND MANAGERIAL IMPLICATIONS

5.1. Conclusion.....	102
5.2. Managerial Implications.....	105
5.2.1. Managerial Implications for PT. Gabungan Era Mandiri	105
5.2.2. Managerial Implications for Future Researchers.....	107
5.2.3. Managerial Implications for Government or Policymakers.....	108

REFERENCES	109
-------------------------	------------

APPENDICES

LIST OF FIGURES

Figure 2.1. Process of corporate strategy and the TOWS analysis	42
Figure 2.2. Research Framework	43
Figure 3.1. Case designs	51
Figure 3.2. Data Collection Source	52
Figure 4.1. Apparent Fish Consumption per capita, Average 2013-2015	58
Figure 4.2. Type and number of fishing gears in marine capture fisheries in Indonesia in 2016.....	59
Figure 4.3. PT. Gabungan Era Mandiri's Organizational Structure	67
Figure 4.4. Frozen whole fish tuna	68
Figure 4.5. Precooked tuna loins (left) and precooked tuna flakes (right)	68
Figure 4.6. Production Process	69
Figure 4.7. Packaging of precooked tuna flakes (left) and loins (right)	71
Figure 4.8. Unloading process after being transferred from the dock to the company.....	73
Figure 4.9. Container 40 feet connected to the cold storage.....	74
Figure 4.10. Japan's Labor Productivity Growth from Sep 2013 – Sep 2018.....	75
Figure 4.11. Japan's GDP per Capita 2013 – 2017.....	76

Figure 4.12. Number of Mid-Year Population of ASEAN Countries 2008-2017 .80

Figure 4.13. TOWS Matrix to Japanese Market.....83

Figure 4.14. TOWS Matrix to Thailand Market.....88



LIST OF TABLES

Table 1.1. Marine Capture Production: Major Producers Countries (2015-2016) ..	4
Table 1.2. Marine Capture Production: Major Producers (2013-2014).....	4
Table 1.3. Top Ten Exporters of Fish and Fishery Products	6
Table 2.1. Modes of Entry: Advantages and Disadvantages	24
Table 3.1. Criteria for Judging the Quality of Research Design.....	50
Table 4.1. Fishery sector contribution to Indonesian gross domestic product at current prices, 2013-2014	60
Table 4.2. Marine Capture Production: Major Species and Genera	64
Table 4.3. Marine capture fisheries production by major commodities, 2009-2014	65
Table 4.4. Frozen whole skipjack tuna size classification	70
Table 4.5. Top Ten Importers of Fish and Fish Products	77

LIST OF APPENDICES

Appendix A – Transcript 1

