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REHABILITATION AND IMPROVEMENT OF PRODUCTION OPERATIONS
UNDER THE CONTROL OF THE PROVINCIAL GOVERNMENT
OF EAST JAVA

DP/INS/88/009

INDONESIA

Technical report: Aneka Jasa and the Printing Industry*

Prepared for the Government of Indonesia
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

Based on the work of Mervyn Croft, consultant for
the printing industry

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* This document has not been edited.

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Ringkasan Eksekutif

Laporan ini berdasarkan fakta-fakta yang melingkupi kematian dari Aneka Jasa Puri dan Setail saat ini, dipandang dari segi penjualan dan pemasaran.

Mereka berada dalam keadaan yang agak menyedihkan. Pemerintah memiliki dan mengelola tetapi mereka harus membuka pintu-pintu mereka ke arah pekerjaan yang bersifat rahasia atau mengandung resiko sementara itu tidak memiliki hak secara otomatis terhadap yang lain yaitu percetakan yang lebih menguntungkan.

Itu merupakan unit yang sangat dibutuhkan yang ternyata kurang dimanfaatkan untuk sebagian besar kehidupannya. Suatu kemampuan besar untuk memproduksi paling sedikit 4,5 billion rupiah setiap tahunnya, tetapi kembali didukung oleh alasan penciptaanya.

Gambaran yang diberikan oleh kedua unit tersebut saat ini tidak menghasilkan perniagaan jangka panjang. Pasar memaksa mendikte sehingga mereka tersisihkan dari sebagian besar pekerjaannya oleh karena susunan manajemen yang rumit secara berlebihan.

Saya belum menganggap sebagai bentuk yang kontinyu karena pada saat itu telah diserahkan kepada Puri, saya beranggapan bahwa kegunaan dari mesin-mesin tsb akan berakhir. Selama 10 tahun, 24 jam setiap harinya sudah merupakan waktu yang cukup bagi setiap mesin untuk mengerjakannya.

Panca Tujibangun merupakan suatu unit yang berhasil dan saya kira tidak harus digabungkan saat ini tanpa suatu pemikiran yang matang.

Manajemen dari AJP harus bersifat otonomi disertai dengan penyebaran kembali untuk orang-orang yang tidak sesuai dengan posisi mereka saat ini sekaligus juga pendidikan kembali untuk team-team manajemen yang sudah diseleksi.

Agar supaya bisnis menjadi berhasil, perlu untuk memasang sebuah struktur manajemen baru disertai dengan satu rangkaian komando langsung dari Presiden Direktur. Saya kira perlu agar para ahli diminta untuk mengawasi sistem baru tersebut untuk jangka waktu (periode) tertentu sampai dengan manajemennya terlatih dan siap untuk mengambil ahli sepenuhnya. Hal ini lebih penting untuk diterapkan dalam pemasaran. Apabila kemampuan dalam penjualan dan pemasaran tidak dipertahankan, sistem baru tersebut akan gagal. Tidak ada bisnis dapat bertahan tanpa suatu perubahan yang sehat. Apabila deretan / garis dasarnya tidak pernah di jangkau, pasti akan gagal.

Sebaliknya saya yakin bahwa apabila direktur-direktur pemasaran tidak berubah maka seluruhnya juga tidak akan berubah karena strategi-strategi dasarnya dari pemasaran tidak diperhatikan.

Setail dapat melanjutkan kemerosotannya selama beberapa tahun. Ahli yang bernama Paul-Heinz Broeder, DP/INS/88/009/11-64/J 12207 berkata benar dalam ringkasannya, bahwa lebih menguntungkan apabila dijual dalam jumlah besar seperti barang-barang musium. Tetapi saya sarankan agar beberapa dari barang-barang itu sebaiknya disimpan untuk saat-saat yang akan datang dalam sebuah musium Surabaya.

Puri merupakan suatu usulan yang berbeda. Dengan sistem-sistem manajemen, pembiayaan dan perkiraan yang benar dan tentu saja termasuk pemasaran, maka masa depannya bisa menguntungkan. Tetapi keputusannya harus dibuat apakah oleh pemerintah atau swasta secara total, sebab sebuah pabrik yang baru adalah penting.

Ahli 11-64 yang datang di Surabaya 6 minggu sebelum saya. Dia mengkonsentrasikan usaha-usahanya pada penyeteran kembali dari sebuah pabrik yang baru. Oleh karena itu, beberapa dari waktu saya, saya pakai untuk pembaharuan pabrik dan mesin-mesin sambil mengkonsentrasikan perhatian pada pekerjaan yang ada/tersedia dalam pemasaran. Kemudian menjadi jelas bahwa "sales force" ternyata kurang kuat untuk mempertahankan pabrik-pabrik dalam aktivitasnya dan saya sarankan diri saya sendiri untuk melatih team-team penjualan dan pemasaran. Saya juga atur bersama P.T. Panca Pujibangun agar para pekerjanya dilatih dalam bidang-bidang mereka mengenai mesin dan pembuatan piring.

Tuan Dinsbach setuju dengan saya bahwa hal itu sebenarnya bukan merupakan latihan kembali tentang ketrampilan, tetapi latihan kembali tentang sikap.

Pada saat saya menulis ini, kelompok dua dari ketiga kelompok tersebut saat ini sedang dilatih. Pelajaran tentang penjualan dimulai tgl 9 Mei - 1990 yang dihadiri oleh 13 orang pertama.

Executive Summary

This report is based upon the facts that surround the present demise of Aneka Jasa Puri and Setail, from a Sales and Marketing viewpoint.

They are in a rather invidious position. Government owned and managed they are obliged to open their doors to confidential or risk-type work whilst having no automatic right to other, more profitable printing.

It is a desperately needed unit which is underutilised for most of its life.

A giant capable of producing at least 4.5 billion Rp turnover each year but being held back by the very reasoning for which it was created.

The present image presented by both units is not conducive with a long term commercial future. Market forces dictate that they are eliminated from most work because of the excessively top heavy management structure.

I have not considered continuous form because by the time it is handed over to Furi, I consider that the useful life of the machinery will be over. Ten years life on a 24 hour a day schedule is enough for any machine to cope with.

Panca Pujibangun is a successful unit and I feel should not at this stage be integrated without a great deal of thought.

Management of AJP must be autonomous with the re-deployment of people not suited for the positions they now hold, and re-education of the management team selected.

In order that the business become successful, it is essential that a new management structure be installed, with a chain of command direct from the President Director. I feel it is also necessary that technical experts are asked to oversee the new system for an open-ended period, until management are trained and ready to take over fully. This applies more so with marketing. Unless the impetus is kept up in sales and marketing the new system is also bound to fail. No business can survive without a healthy turnover. If the bottom line is never achieved, failure is certain.

On the other hand, I am sure that if the present marketing Directors remain unchanged the cycle will also remain unchanged, because even the very basic strategies of marketing go unobserved.

Setail could continue its decline for a number of years. Expert Paul-Heinz Broeder, DP/INS/88/009/11-64/J 12207 is correct in his summary that it is more valuable sold in lots as museum pieces. However, I would suggest that some items are set aside for future use in a Surabayan museum.

Puri is a different proposition. With the correct management, costing and estimating systems and of course marketing, the future can be profitable. But the choice must be made to go totally government or totally private, and a new factory is imperative.

After six weeks in Surabaya, I managed to get a maintenance budget agreed with Mr. Hasril Haroun. This in effect meant that the interim work which I started 3 weeks earlier could be continued to fruition.

In the early part of my contract I found it difficult to meet the people necessary to complete my mission. However, with the involvement of Mr. Ariono and later, Mr. Dinsbach, I managed to see them. In most cases I was received with kindness and consideration and all necessary information was readily given.

Expert 11-64 arrived six weeks ahead of me in Surabaya. He concentrated his efforts on the deployment of a new factory. Some of my time was therefore taken up with upgrading the factory and machines whilst concentrating on the work available in the market. It soon became apparent that the sales force was insufficient to maintain the factories in work and I suggested that I train a sales and marketing team. I also arranged with P.T. Panca Fujibangun that men be trained at their premises on machine and platemaking. Mr. Dinsbach agreed with me that it was not really re-training in skills, but retraining in attitudes. At the time of writing, the second group of three are being trained.

The course in Sales training began 9.5.90 with the first 13 people.

Introduction

In formulating this report I have to begin with the basic fact as I saw them upon my arrival in Surabaya 14-3-1990.

The Puri factory had no work, therefore every machine was idle and covered over with dust sheets. The workforce sat around in small groups, some of them occupied with a little hand finishing. Machines were dirty and/or rusty and in some instances there was evidence of long-term decay. The factory was littered with waste-paper, which because of its confidential nature was awaiting an expiry date for disposal.

Setail on the other hand had a little work, three machines were occupied, but it has to be stated that they were not busy.

Setail is housed in two small units about a mile apart and using old and outdated technology. It too had considerable signs of decay.

I PROFITABILITY

The present profitability is calculated on a job to job basis and not year to year.

If each piece of work individually makes a profit, the unit is assumed to be in profit. However, if the downtime in the various departments is not either filled with other work or the cost of that downtime spread over completed work there is in fact no profit.

Much of the work done is not transferred to cost sheet which again gives a totally false impression as to the profitability of AJP.

To illustrate this, if we take what is virtually the only job which Puri produces, job 9189003. Examination papers for Ministry of Education. This one job forms the basis of the years work for Puri. (See Annex 1).

It occupies the factory for one quarter a year, during which time none of the workforce is allowed to leave. This situation places a considerable burden upon the men and their families for this time, and also upon the factory to provide an environment in which the men can live, eat and sleep, as well as maintaining production.

At face value there is a considerable profit. In some instances estimates are two thirds higher than hours transferred to cost sheets.

	Estimated	Actual
Salaries	12,496,500	4,020,031
Machine	22,997,400	8,969,069
Overheads	240,346,250	225,187,311
Commisission	131,619,454	119,429,045
Profit	49,711,411	99,565,686
Tax	48,105,841	48,106,714
A.J.Overhead	23,887,394	23,887,394
	-----	-----
Invoice Value	529,164,250	529,164,250
	-----	-----

On face value there has been a profit of 99,565,686 Rp. but on examination of the cost sheets we find that some items are missing.

1.	Fixed Costs	17,500,000
2.	Police	3,150,000
3.	Snacks	1,406,250
4.	Food	11,250,000
5.	Living Allowance	13,500,000

		46,806,250

There is no packing charge and transport has been omitted.

Man hours were estimated at 12,000 but only 3648 were invoiced.

Machine hours were estimated at 12,000 but only 4811 were invoiced which illustrates that for each 12 hour shift paid, calculated to use only 3 machines, arround 2 hours per shift was charged to cost sheet. It can not be correct and must again indicate a reduction in the actual profit margin.

The costing and estimating system is therefore grossly misleading, and must be revised at the earliest opportunity.

This is in fact more difficult than it sounds.

Ordinarily all assets of a business would be written off over a short or long term and a renewal allowance added to each hour on any particular cost centre using machinery, etc.

However because of the state of the market where too many presses are competing for available work, no-one, it seems is in a position to add the renewal premium. No machine is ever written off and therefore always has a book value. It is a situation which can not continue and must in the long term lead to a European method of estimating.

II ESTIMATING

I have been unable to establish how the present estimating system is made up, and what if any of the overheads are included in it.

For example : Setail machines would ordinarily have been written off some years ago, yet clearly they are still an asset. Land values would have increased ten fold since the systems inception and most of Puri's machinery would have lost its book value.

Exactly what has caused the down turn in the fortunes of Puri and Setail is not clear, but appears to have happened about 5 or 6 years ago when the present estimating system was introduced. A top heavy management structure consisting of 78 people placed a considerable burden upon the Anekas, and in particular Puri. To pay for the management a 62% Overhead Cost was added which must have made Puri extremely uncompetitive. In addition, with market forces dictating that only small profit margins could be passed back to client, it rapidly became priced out of the market.

The European method of recouping costs through cost centres which are determined by the work involved, simply do not work here, yet. This is because the competitors do not apply the same rules and are at an advantage if you add a "renewal of machinery" loading to the various cost centres.

The situation comes to a head when machinery is worn out and needs replacing, unless the necessary monies have been put aside. They have not been built into the system.

In the case of Puri, machines have been allowed to deteriorate prematurely through neglect of maintenance.

When a new plant is built it is imperative that a new estimating system is introduced to recoup all necessary costs, and a management structure which includes a quality control will ensure the full life of a machine is achieved.

In Annexe II of Paul Broeders report 11-64 a basic costing system has been outlined. The building blocks are there to form the basis of a good costing and estimating scheme. This would ordinarily be upgraded when necessary, taking into account the local market forces.

III WORK

It seems to have been taken for granted that a certain amount of confidential local government work would find its way into Puri. This would ordinarily be supplemented by private work. Setail on the other hand, because of its size and capacity continued to pick up small, jobbing type work on which to exist, mainly from government offices.

Puri continued its decline over the years and lost its quality, its reliability and could no longer compete with its private sector competitors.

Machires have not been replaced with more modern ones with which to compete, and fight off competitors.

The factory is not capable of quality work yet, which reflects on any marketing.

We have had an assurance that ministry work will once again flow Puri's way in the near future. Whilst we are cementing relations again we must look towards a longer term future so that the clients can rely on an efficient unit capable of dealing with their every demand.

IV OPTIONS

There are three options open to AJP.

The first option is to close down the plants and to realise all assets which would be returned to government purse.

All assets are clearly defined in the report of the Printing Expert Mr. Paul Broeder DP/INS/88/009/11.64/J12207.

I raise this option for one purpose only. That is if it is decided that there is sufficient capacity and integrity in the market to satisfy Governmental needs, without the continued maintenance of a facility the size of Puri/Setail, it should be closed.

However if it is decided to take option 2 it does require a certain commitment.

The second option is similar to those operated elsewhere. For instance, local government in the U.K. send their printing to the Central Printing Unit. It is they who assess it for confidentiality, difficulty and cost, and whether the work can be done "in house".

They cost the work for production by themselves and also ask for prices from the local market.

The unit usually runs without the profit motive and therefore aims to break even. This allows overheads to be recouped and a replacement of machinery percentage also to be added.

The benefits are many. The work is cheaper, therefore saving ministry money. Confidentiality is guaranteed. East Java will maintain a unit which will be modern and use the newest technology in the search for even lower prices. The market is also kept happy by the continual flow of work from the Central Printing Unit to them. This option would require a decree giving the work to the Unit, because at present there is no monopoly to ministry work. Everyone is entitled to quote for work which is not confidential. Puri is therefore in an unenviable position of being required to accept sensitive work whilst having to compete with everyone for the rest.

The third option is to let Puri/Setail go P.T. and let them sink or swim using the ability of a new management to create market opportunities.

The "catch 22" situation is how does Puri survive in a very competitive market whilst upgrading its equipment and also contemplating a move to new premises.

V SALES

A Contributory element to today's plight is that the salesmen are not looking for the right variety of work compatible with the more profitable machines installed. Instead the norm appears to be envelopes, certificates, forms and booklets. It is mostly single colour but with the odd 2 and 4 colour job.

It would appear that the management team has little or no knowledge of the printing process and have, through no fault of their own been promoted into a position of incompetence, and once there have lacked the knowledge to rectify the situation and to motivate a work-force which for three quarters of the year stands idle.

It is clear that Puri has lost its way. When government work is in house it is successful, but once this work is completed the factory has no motivation and no sales and marketing force to create market activity.

At this stage we must ask ourselves if it is necessary or in fact feasible for East Java to maintain its own unit. Because a factory with a capacity of 4.5 billion Rp per year has managed to produce only 1,555,464,000 Rp.

Questions should have been asked as soon as sales started to dip. As it was, the dip became a slide. The one saving grace was a job, which, because of the confidentiality element, was going to go to Puri anyway.

The payment of 90 million Rp in commission cut the profitability considerably. See also Chapter 1.

In addition the vast and seemingly bottomless purse of ministry went to the private sector and was accepted by Puri Management.

A vigorous and work-hungry sales force would not have allowed this to happen.

I have received assurance from ministries that work will begin to flow again, and with the introduction of a sales and marketing team in the near future to service clients in both sectors, there is no reason to see a repetition of past events. However, the long-term future of Puri depends upon the sales force being paid for the vital work that they do in the correct manner, and that agreed commission and salaries are paid on time and in the correct amounts.

If necessary the sales force could become a P.T.- a link between Puri and the market. Self supporting and able to put work out to the market if Puri is not able to print it.

The advantages are that Furi will be filled with work and would always take the lions share. They would not have to motivate that sales force.

Sales and marketing go hand in hand.

Based upon the plant available and knowing the type of work to fill those machines, marketing dictates the direction in which sales is to operate.

At present both sales and marketing is haphazard, Non-existent, Or not hitting the market at the right pitch.

The direction in which sales and marketing is to go, can be determined only when the future of Furi is decided.

The three options are open.

In option one, no further participation will be necessary.

In option two, the sales force will concentrate on government and ministry offices and be available for consultation with their clients each day if necessary. The natural spin-off is that because of the technology inside the factory it will attract other sources of work. Directories such as that produced by the chamber of commerce and also quality books and literature, calendars, etc. will be a filler for spare machine capacity. That is if the correct decisions on machinery and man management are made. The sales force is still selling itself even though the work is already promised. They are the link between customer and factory. They in turn are chased to achieve target by the Marketing Director.

In option three, the proposition is slightly different because the situation will change from day to day.

Firstly, as most machines are only capable of black and white printing, that is the section of the market which must be attacked. Ministry and business alike, with emphasis on fast turnaround of work at a reasonable price and reasonable quality. At first origination up to and including platemaking can be bought in so as not to slow machine production. As turnover increases, newer and more sophisticated machinery will be purchased. The aim is a higher and higher turnover, and with the purchase of newer technology comes the wider market demands.

Option three will be a slow build up of factory and sales and will take up to five years for the true potential of the factory to be reached. It will also require constant monitoring.

VI OPPOSITION

There appears to be a vast range of printing houses in Surabaya from which to choose. From one man businesses printing visiting cards, etc to units of 100 men capable of work to a very high standard. There is also a large community of one machine, small offset houses operating from peoples homes, and in small shops on the main streets customers may obtain anything from invoices to invitation cards to an acceptable quality.

When it comes to government work. AJP must compete on equal terms with everyone. An impossible task when we consider the management structure which is the noose around its neck.

However, what private presses lack is the security and sensitivity to print confidential government requirements, and to limit AJP to confidential work as right is shortsighted in the extreme. Having set up the unit for ministry work, it must be supported by all ministries and government departments.

VII TRAINING

At present Puri has finished its rush on Government work, which is really only one main piece of work.

It was an ideal opportunity for the factory to be cleaned up and essential maintenance to be done.

On Monday, April 2nd, 1990 with the agreement of Mr. Dinsbach of P.T. Panca Pujibangun, a sister unit, three men were sent for re-training or perhaps the word upgrading would be a better term. This process has continued at intervals of three weeks or so. Two men in the machine department and one in platemaking and planning.

Monday, 2nd of April, 1990 also saw the introduction of a weekly production meeting when factory improvements and machine maintenance schedules were first implemented. On Saturday 21st April it was agreed that a budget would be made available for the continuation of this work, based on my memo to Mr. Haroun dated 14 April, 1990.

Floor improvements and white liming began after the first meeting 2.3.90 and the floor was washed a week later.

It was necessary to implement this factory improvement to facilitate the flow of new work, and to get the men in a better frame of mind, whilst awaiting a decision on the new factory.

VIII ANEKA JASA

The basic concept of Aneka Jasa was a very sound one at its conception. But like any nationalised industry, Parkinsons Law sets in and the work expands to fill the available time. Management were moved sideways into trades which were totally alien to their basic training. And some were promoted into incompetence.

Small elite units, capable of competing for the work available on equal terms with the local competition soon became white elephants. Cumbersome, lacking in new investment with a management structure of 78 people which does not include unit management.

Financing the management was performed by simply adding 62% "Directions Costs" across-the-board, which priced the units out of the market.

In the near future Puri must be allowed to float free from the constraints of Aneka Jasa. The rejuvenation will not take long once the strangle hold has been broken.

If the decision is made to support AJP from government then the name should remain, but if it is not, and it goes "commercial" then a new, more vibrant name must be found and marketed accordingly.

IX THE FUTURE

Letterpress

From the outset I must say that the letterpress composing room has no long-term future. However, for use in a transitional period of say 2 years it is an acceptable alternative.

Setail composing room needs re-organisation. It is mostly that materials are picked from job to job. This results in unnecessary work having to be done to clean up afterwards. Standards are slack but can easily be improved by 100%.

The letterpress machine room, which is for the main part dirty, maintains its machines because they were built with no sophistication and any mechanic can effect a repair. The whole unit needs cleaning and things put back where they belong, a coat of paint, and the whole thing could if necessary run for another 20 years. But not competitively. Maintenance is a priority. Paper dust, dirt and grime are an accepted part of the letterpress process. Rust is not and machines do have to be oiled.

X PHOTOCOMPOSITION

Photocomposition is in an environment which is totally unacceptable. It is at times open to humidity, dust and dirt. The unit is underequipped and undertrained.

The camera department is in a worse plight. What equipment there is, is dirty and in an unstable environment. I am told that the camera has been broken for the last 5 years. It has had to be wired up to the contact frame for it to be used as a timing device. Film and chemicals are left to deteriorate in the heat. On one occasion I saw a piece of film being developed for upwards of a minute because the chemicals had depleted in the alien conditions.

Platemaking is primitive, the only useful piece of equipment being the printing down frame. All used plates are open to abuse because there is no storage system.

Any new technology needs a stable environment in which to operate successfully. Film, paper and chemicals deteriorate at high temperatures. They are made up of heat sensitive chemicals which should be kept at a stable temperature for maximum working life.

XI PRODUCTION

Machine and finishing departments are in an unacceptable condition. They are under-used and some machines caked in dirt. Many should be discarded, as their useful life is at an end.

An odd situation exists where old letterpress machines 80 years old still operate whilst newer offset machines stand idle.

Essential maintenance and cleaning must be routine, not waiting for a breakdown in order to effect a repair.

In the finishing department, valuable machinery has been allowed to spoil.

XII MANAGEMENT

In answer to the question that I posed earlier. Given the correct guidance, AJP could soon be in profit.

Firtly a management structure - let's say a chain of command has to be instigated, with quite specific duties which in some places overlap.

Director General

Marketing Manager

Secretary

Salesmen

Estimating

Purchasing

Invoicing

Collecting

Stores

Works Manager

Production Control

Quality Control

Artroom

Camera

Reading Dept

Proofing

Platemaking

Machines

Finishing

Packing

Delivery

Engineer

Marketing is responsible for the direction in which the unit is to go.

The Marketing Manager will :

1. Identify the strengths of the unit.
2. Identify the demand in the marketplace.
3. Present himself to high management in Ministry and / or Private businesses
4. Be responsible for the training of the sales force. Using sales situations he will act out a sales technique portraying
 - a) a bad client.
 - b) a customer needing persuasion.
 - c) technical specifications, etc.
5. Be responsible for maintaining a mailing list of customers, and would-be customers, sending greeting cards on occasions and also advertising literature when necessary.

Production control under the guidance of the Works Manager will maintain the levels of work necessary to fill production departments, and advise sales of weaknesses in the factory due to filled capacity and vice versa. Planning weeks ahead when required so that sales may advise their clients of any anticipated delay or problem. Production Control together with Quality Control will channel the work through the factory in a smooth, efficient manner. That is to say, in job order whenever possible, but rush order if advised so by Sales

We were informed by Secretary Mr. Soeprapto that the printing budget for East Java Government is approximately 22 billion Rp. and that sensitive, confidential work would automatically be sent to Puri. However, I would prefer to think that Puri were the automatic choice for each job because it had its estimating system right, and that price and quality made it an "automatic choice".

XIII MARKETING

During the time spent in Surabaya I have visited Ministry Departments, Banks, Private Businesses and local suppliers. I have also seen many other presses. My local Counterpart Mr. Bambang Irawan accompanied me on some of these visits.

Our discussion included all aspects of Marketing Puri from the practical angle. They included :

1. Marketing Puri
2. Customer Relations
3. Salesmen
4. Sales Targets
5. Production Capacities in relation to sales
6. Sales Training
7. Mailing Lists
8. Ministry Work

1. The Marketing Manager is the face of the company that the market sees. He is as it were, the thermometer that takes the temperature of the market. He sees the clients on a regular basis, Ministries, Banks and important clients. He is not selling. He is paving the way for his sales team to go in at a lower level. Mailing shots have to be produced and sent at intervals when the sales team need a hand in meeting their targets, and the factory wants work. Greeting cards sent at the appropriate time make the client happy because they are well thought of.

2. Customer Relations is keeping every one happy. Making the client think that he is the only person that matters. Inviting him to visit the factory. Buy him the occasional lunch, etc.

3. At present Puri has one salesman. This is clearly not enough. As the factory is at a standstill for most of the time, the only remedy is to saturate the Market with people looking for the available work. I have visited other units which have full order books. It is a purely a Puri problem.

4. Firstly the target for the whole sales team must be established. This is arrived at by calculating the units true overhead: Rents, Salaries, Value of machines, and profits, etc, etc, and projecting that into a target of total production needed to fill the available capacity. This is now divided between the sales force, and an individual weekly, monthly and yearly target allocated.

5. Production capacity is calculated on the number of hours any particular machine is available in any one day.

6. Sales training must be undertaken by the Marketing Director. Firstly he will train the salesmen in the arts of printing and what technical terms are needed.

7. A mailing list is being prepared. This has already been covered in item 1.

8. Ministry Work. I have discussed with Bambang Irawan the importance of Ministry work, with emphasis on the less confidential printing which is available to everyone. We have agreed that one representative should be allocated to the Ministry.

9. Sales could also learn simply by going around a Supermarket to examine the packaging regularly consumed by local producers. Macaroni, Rice, etc. This I have done on several occasions, either simply out walking or on my fact finding journeys.

Market demand for printed matter is high. In some instances it is for an extremely good quality and both printing and finishing can be compared favourably with Europe. The Nestle factory, for instance, use high quality boxes for their baby milk, drinks and also infant food boxes, etc. They are either produced in Jakarta or in Surabaya using non-toxic inks and then varnishing on a duplex board produced locally. Other packaging includes facial tissues, feminine towels and other pharmaceutical products, take away and pre-packaged foods, cake and biscuits, machine parts, etc. The range is in fact as wide as it is in Europe.

Printing for business includes the usual invoice sets for all elements, forms for banks and insurance companies, menus for hotel and restaurant. A growing market for business and Ministry is that of continuous stationery.

The demand from Ministry and local government is high. The work is varied in its complexity and its confidentiality.

In the section headed "Marketing" stated that secretary Mr. Soeprapto indicated a budget of 22 billion Rp.

On closer examination of documents that I was able to obtain from his department it is clear that the budget is considerably more than that figure. Possibly as high as 68 billion Rp (which may include some office equipment). This figure is revised upwards by approximately 10% each year.

The tax department, headed by Mr. Djatmiko has an even larger budget. He indicated 136 billion Rp.

In Marketing Puri the first consideration has to be the capability of the factory to produce the work.

Since my arrival very little work has been produced, and from information gained from the engineer I have discovered that due to wear and tear on essential registration equipment only one machine is capable of process work. The Parva. This in effect rules out a very lucrative part of the market, the more prestigious end. At least for the time being.

With this in mind I have sought to identify sources of black and white and non process colour work.

The main target has been the Ministries, with emphasis on long-run single colour printing, to get the machinery moving again and to start a cash-flow situation once more. And also to motivate staff.

Commercial work demands a variety of printing and finishing equipment, only some of which Puri has. The more specialised work is therefore outside Puri capability.

The packaging industry consumes millions of cartons each year. Without box forming cut and crease machines it is non productive to search out this kind of work. The decision whether new investment is made at a future date must be left until firm, long term orders are placed and contracts signed.

Based upon present capability at Puri, work can be categorised in the following manner.

1. Letterheadings, visiting cards, black and white forms up to a maximum size of A1.
2. Envelopes of various sizes.
3. Certificates (non registration) 2/3 colours.
4. Book work.
5. Process on Parva only.
6. Simple box forming (non register).
7. Magazines, Brochures, Folders, Menus.
8. Limited cut and crease.

XIV COMPETITION

There are approximately 400 printing presses in Surabaya alone. They may be classified in the following categories :

1. First Class. Ten.
Employing up to 100 men and capable of printing to European standards. Two presses print for themselves-Cigarette, pack-etc. etc.
2. Second Class. Forty.
Employing 20 or more men with the machinery to print process work but printing mainly black and white.
Puri is one of these.
3. Third Class. One hundred and fifty.
Employing 5 to 10 people capable of only jobbing work.
4. Fourth Class. Two hundred.
One-man units printing mainly from home.

XV DEMAND

The local demand for printing falls into three categories.

1. Quality. 5 - star hotels use only quality as do banks, finance houses and larger businesses.
2. Process four colour where price is the criteria.
3. Black and white or two colour jobbing work, which is again price oriented. Magazine and newsprint.

From 1975 until 1987 there was a decline in the demand for new printing machines in Indonesia.

The last three years has seen a rapid and uncharacteristic reversal in that demand. From GTO size (A3) and above. This would suggest that the market has moved into a higher gear to accommodate print consumption.

The Printing World is a barometer, which is extremely sensitive to market fluctuations.

Despite the need for new printing equipment, it would seem that specialist machinery such as box-forming, exercise book machines, etc. has levelled out. This sector already exports its surplus to Australia, Middle East, and Iran.

Any ideas of exporting Puri work must be shelved until it can be proven that it can provide a consistent high quality in a reasonable time. With the present equipment and not anticipating specialising in any particular direction, Puri must aim to produce high quality process work for the Middle East where a huge market lies untapped. At present it would be premature to seek outside work.

Quality coated paper obtained locally, is not of a high enough calibre to attract overseas clients. Paper coating is "dusty" and causes problems on the machine.

Paper sizes too cause problems. This is due to the machinery being produced in different areas.

Printing machines from Europe are standardised to the ISO sizes using the International A and A0 sizes. Paper making machinery is from East Germany and therefore paper is manufactured to another size. This causes problems of either wastage or no available room for colour control strips which are essential for top quality colour work.

XVI PAPER MAKING FACILITIES IN EAST JAVA

There are two paper-making factories in East Java. Each with a capacity of approximately 220,000 tonnes a year. They are Cheria Cames and the factory which I visited at Leces about 150 Km from Surabaya, : P.T. "Kertas Leces" (persero).

Most of the material used is grown locally with a little short grain being obtained from overseas.

Leces employs 3000 people in three shifts and produces tissues and serviettes for the local market under brand names. In addition a range of papers and cards is produced for local consumption (70%) and export to Iran (30%).

There are five machines. Four from East Germany and one newer machine from France.

- | | |
|------------------------|---|
| Machine 1. | 30 tonnes per day. 2.4 metres wide.
producing 50 gsm woodfree |
| Machine 2. | 65 tonnes per day. 2.4 metres wide.
producing Brief Card, Manilla and drawing
paper 150 gsm - 250 gsm. |
| Machine 3.
(French) | 200 tonnes per day. 5.4 metres wide.
producing Writing and Bond paper and also the
base paper for Art Paper, which can be coated
at 60 tonnes per day. |
| Machine 4. | 40 tonnes per day. 2.4 metres wide.
producing tissue 13 gsm and boxing on-line. |
| Machine 5. | 300 tonnes per day. 6.4 metres wide.
producing newsprint. |

The factory manufactures either rolls or sheets of paper roughly in a 40% - 60% ratio, and keeps one months stock of papers and two months stock of newsprint.

There is also a Will exercise book machine producing 300,000 books per day for the local market (again 70%) and Australia, Iran (30%).

The quality of the papers can be described as "adequate" but some improvement could be made in the quality of the coated stock produced. There is considerable show-through and the surface is dusty with insufficient depth of coating.

There is also no variety in the thickness being only 85 gsm and 120 gsm paper from which to chose.

P.T. Kertas Leces (persero) would like to make some co-operation deal with Aneka Jasa at a future stage. This I would suggest could be purely a marketing of lines already produced at Leces, but under a different name. Simply adding a mark-up at point of sale.

SHEETING.

There are numerous sheeting factories which obtain reels of paper from the mills and cut to the required sizes for local consumption. Asa Jaya dan U.D. Rakum sheet newsprint and casing paper. Their customers are Surabayan and each unit consume 4000 tonnes in a year. Because there is no mechanised means of paper movement, wastage due to damaged ends of reels is excessively high.

U.D. Rakum rent their property from Aneka Usaha and is situated to the rear of the leather factory.

I was unable to view P.T. Kertas Leces (persero) because of a management meeting but was able to obtain information from their Marketing Director Drs. A. Latief. He was unable to give me a turnover figure for the year. Because of humidity. Paper is subject to considerable stretch when in production. For black and white work this is not so much a problem. But for 4-colour process work it becomes a critical factor. Some presses hang their paper, in a manner similar to hanging meat to dry. However any new facility must have air conditioning and paper allowed to stabilise a few days before use.

There are at least two further mills in Jakarta.

P.T. Suparma produce craft papers, duplex board, etc. The standards are not particularly high.

On the other hand, the materials from P.T. Pinolo Deli Pulp and Paper Mills are to an extremely high quality. Their cast coated papers and boards are as fine as I have seen anywhere, and the presentation of their samples leaves nothing to be desired.

XVII COMPANY IMAGE

If it is decided that AJP is to go private then there is no alternative but to change the name to give a new image. To date Puri does not market itself and has lost whatever image it had. At present it is not synonymous with quality or service. In fact quite the reverse is true.

The police department complained about the quality of the finished product whilst at the same time praising the representative. And partly due to bad work produced for Puri by someone else, very little is now received from the tax department. I am sure that situation will reverse itself since my visit, but we must be vigilant.

Until there is substantial re-investment the image of Puri will remain in the black and white business-form type work. This is simply because that is all the machinery is capable of at present. Only one machine is able to produce process 4-colour work.

However, there are many ways in which to polish a companies image.

The paper mill at Leces is interested in opening relations with Puri.

If Puri promote a facial tissue which its sales force vigorously markets for instance, it is simply a matter of gathering-in a handling charge. The same process can also be performed with exercise books, telex rolls, cut papers, etc.

A similar arrangement can be made so that colour work and continuous form, etc. be printed for Puri on a commission basis - providing customer confidentiality is maintained. This will give a breathing space for the new facility to be built so that most business can be performed "in house".

XVIII MACHINERY FOR NEW FACTORY

(With reference to Paul Broeder's report (11-54).)

New machinery purchased for the proposed Unit must reflect the decision to choose options 2 or 3.

As previously stated. In my opinion continuous form which becomes available in five years time will be obsolete by then.

I firmly believe that continuous form should be a part of option 2 or 3. But a completely new machine and men trained by the makers. The Ministry of Education are moving towards computerisation and will require large amounts in the future. Banking is also a huge and untapped market.

A factory the size of that suggested can not be supported by so few machines.

Four, two and single colour machines SRAI size should be aimed for, and only if option two is chosen should smaller machines be purchased.

In addition laminating, stamping and cut and crease machines are very necessary. In the finishing department shrink wrapping will eliminate wasted time and materials, and add a professional finish to all packaging.

Ministry work is mainly black and white long run and can be produced right now on existing machinery, once that machinery has been maintained to good order.

However, in the long term new and high speed machines have to be purchased, with a specific intention of use: Continuous form for computer stationery; Web for long run work and various sizes of offset for the general type of work.

The final choice of machines must be taken when option 2 or 3 is chosen.

The machinery that I have chosen for the new facility is based on option two, i.e. Ministry work. For option three, I would simply drop any idea of small offset. That work would be farmed out because it is not profitable in the long term to maintain that facility.

XIX MARKET DEMAND FOR PRINTED PAPER

500.000 tonnes of paper are used for printing in East Java each year. The vast majority of this is black and white printing with little or no sophistication. Newprint is used for many purposes including magazines, billbooks, invoices, etc. and bond paper for office stationery, letterheadings, etc.

Art paper is used mainly for magazine covers and for "glossy" type work where there is at least some process. This accounts for 44,000 tonnes.

Quality work it appears comes from the top ten presses and from the one man businesses producing wedding invitations, etc. for the very wealthy. Each is capable of design and production to a high degree of quality.

Most of the Ministry budget of 68 billion Rp. and the tax department budget of 136 billion Rp is spent on black and white, and unsophisticated work. However if the Government press had this kind of sophistication, it would be used to the full.

Based upon the data that I have been able to collect, I would make a guesstimate of around 800 billion Rp goes into the pockets of the top presses (30 or so) from the commercial sector of Surabaya.

17.900 million sheets of paper are used plus boards and cover materials some of which comes from Jakarta.

XX PROPOSED NEW PRINTING PLANT

There is no doubt that when the new plant is built it should either be wholly government supported or allowed to float free.

The assurance of government work alone would guarantee the success of the plant for all time. It would in turn lead to continual upgrading in technology and would be the envy of all other units.

Allowed to float free, it would, with a vigorous sales force, corner its full share of the market, providing the correct blend of machinery has been selected.

The ministry budget this year is 68 billion Rp. At present less than eight tenths of one percent is received by Puri.

The commercial budget for printing in Surabaya alone is in excess of 800 billion Rp. but some of this budget also requires extra finishing such as box forming, continuous form, etc.

Printing is one of the most successful industries in Indonesia behind Pharmaceuticals and Hotels, and providing the right choices are made at the start, success is assured.

The specific advantages of a wholly owned Government plant are as follows.

1. Government has a specific need for security and confidentiality. It can not be found in the commercial world. At present Puri staff are locked into the factory for three months at a time for the Ministry of Education examination papers. Yet, no continuation of their work is guaranteed because of the existing decree.
2. Providing a new decree is given, the factory will be full of work all year. The guarantee is necessary to be absolutely certain that the work is channeled through to give maximum throughput and efficiency.
3. The commercial market will be kept busy with the overflow of work which can not be printed by Puri. As previously stated, it is impossible for any printer to carry every piece of equipment to perform all necessary functions. It would be too expensive to equip the factory.
4. Puri will become totally self-supporting. Not having to cut its margins to compete with the commercial market.

In turn that profit is turned into more new technology which in turn leads to cheaper prices for the client and a better product as a result.

5. Ministries will save money in the long term. It is short-sighted to always look for the cheapest possible price whilst watching a facility such as Puri fail. Instead, Puri must be supported so that it can gain a foothold in a technological future. For the sake of the Indonesian people.
6. The continued re-investment will have the spin-off of re training staff as new machines come in house. Technicians installing machinery are better equipped to train staff on new machinery than any school. The quality controller will also ensure an in-depth training of staff so that holidays and illness are covered.
7. Long term planning can be started with a projection for the future of 5 and 10 years, and machinery ordered well in advance for future re-development based upon work which is guaranteed to come. Materials can be ordered in advance saving in time and money because of bulk ordering.
8. Management will be trained either in-house or by attending regular management training sessions. Puri can be specific in its needs of re-training, highlighting its weaknesses in its structure.
9. Ministry work will be planned from year to year and not from job to job. Projections can be made according to work in-house and deliveries made in time and in good quality. All customers will be kept happy by an efficient, well-trained sales force.

The disadvantage :

1. Must be supported by decree.

Option 3's advantages are again quite specific. A whole new market is opened up for a factory capable of producing quality work at a fast pace and on time. A slightly different mix of machines would be made, i.e. no small machines because they encourage small jobs. These would be farmed out by the production office.

Advantages :

1. Quality work could be sought which would attract new clients when it gets seen in the market. This attracts such people as Hotels, Banks, Large business. The product markets the press for us.

2. Ministry work would also be sought by the representatives. With new, fast machines and with a correct pricing policy AJP would be more than competitive.
3. With new machines which are reliable for quality and production specific clients can be targeted such as "Monde" the cake and biscuit manufacturer. Their present boxes can be improved to eliminate the use of DSA to seal them when full. This would be a strong selling point. The new machinery envisaged includes cut and crease. Nestle would also fall into the capability of the new facility.
4. Continuous stationery is a big, untapped market. Again, if the pricing policy is correct the market is open.
5. There are a number of magazines which are sold as glossy, but because of budget are not as glossy as they should be. This could be brought under the umbrella of AJP. Garuda, Indonesia is one.
6. Calendars are a huge market, which stretch to all year round production, as do seasonal greeting cards, etc. Once that area has been broken into, the potential is endless.
7. Directories which repeat from year to year would fit into the capability of both phototypesetting and printing and finishing. Only updating is necessary from year to year.
8. The market strategy would be fast turn-around of black and white work and quality where it is necessary for prestige clients.

Disadvantage.

1. The government would lose its only facility for confidential-type work. In order to succeed, it would be absolutely necessary to find a new identity in order to lose the AJP millstone around its neck. This step must be taken before the new facility has left the drawing board stage.

The location of the building is of vital importance.

During the planning stages of any new structure, the specific requirements of that business must be considered.

Printing is unique in more than one respect. Because of the very nature of paper itself it is important that it be kept stable. It takes in and gives off water.

It is affected by heat and sunlight. The lifetime of film and chemicals is greatly reduced by excessive working temperatures.

It is with that in mind that I recommend moving it from city limits and giving easier access to delivery vehicles. I would prefer also a higher, cooler location but that is of secondary importance.

A factory the size of that proposed would be prohibitive in that it could not be supported by so few machines. I have outlined my plan for a new facility and I have based it on a capacity 15 billion Rp. but with a bottom line of around 60% capacity.

Office and storage areas will have to be air conditioned. Controlled thermostatically to conserve electricity. Over capacity of A.C. can be used to limit the heat inside the factory.

At present paper is hung in small amounts to stabilise it before printing. In addition it may be passed through the machine once before printing 4-colour process.

I have redrawn the factory based upon new information relating to location of the site, which is now known to be in the industrial area of Surabaya and is already owned by the Anekas so there is no purchase cost. It has easy access for deliveries. (See Annex 2 for plans and proposed layout).

Machinery is based on option 2.

The new design is one storey, and once the shell is built, all internal walls, with the exception of toilet's, are prefabricated and can be easily relocated. Office areas are kept to a minimum.

Basic construction 2660 square metres.	399.000.000
Prefabricated Sections 280 metre run.	17.000.000
Parking 265 square metres and drives.	9.275.000
Fences.	10.800.000
No land charges.	Nil
Architect.	15.000.000

	451,075.000

The greatest financial outlay will be to equip the new facility. I suggest that all printing machines be bought new. One or two items in finishing, such as stitchers and perfect binder, etc. can be re-conditioned and re-used.

The sale of old machinery would realise 1,148,000,000 Rp. to be re-invested in new machinery. (See report of Paul-Heinz Broeder -11-64).

The marketing strategy will be high volume work. Mainly black and white, but with facility for quality process work too. The sheer volume of work entering the factory will push existing work out faster.

The Sales and Marketing force would consist of two teams of 3 salespeople and a Marketing Director.

The target for each team will be 5,100,000,000 Rp. each year.

The Marketing Director would be responsible for 3,000,000,000 Rp. and 2,000,000,000 would come from clients direct to the company. Mail shots would help to create market interest, using the new facility as the focus of advertising.

Puri's aim must be to take the middle ground. Aiming for the volume work from either ministry alone (if supported by government) or ministry and private.

New machinery to process this work is necessary because of the state of the present plant.

A list of requirements follows :

Art Department.

Three light boxes, tables, drawers. + 3 in 2 years

Photo-type setting.

Linotronic 200 p + 1 extra board
Headliner

Negative assembly.

Three light tables. + 3 in 2 years

Dark Room.

Film Processor
Camera
Contact Frames (2)

Platemaking.

Printing Down Frame
Plate Processor

Proofing Department

Proofing Press

Machine Department.

2 X GTO
1 X GTP
1 X TOK
2 X SORZ + 1 in 2 years
1 X 102 V 4 - col. and 1 X 2 - col.+ 1 in 2 years
1 X Continuous stationery
1 X Bobst SRAI

Finishing department

2 X Folding machines
1 X Shrink --wrap
1 X Laminator
2 X Guillotines

Existing equipment which is no longer required, can be sold on the market at the book value placed upon it by Paul-Heinz Broeder, but it is necessary to make a clean start in the new facility. Taking along too much old, out of date equipment would be counter productive.

XXI SALES AND MARKETING TRAINING

Based upon my advice given to the Vice Governor, in the presence of Mr. Loeff and Mr. Narasimhen, and reference fax. No 6221 3105251. Sales and Marketing training began on 7th May, 1990.

Training was designed to take 5 weeks but because of delay in selection, I was left with one or two days short. It was divided into three main areas.

1. Product Training
2. Process Training
3. Sales Situation Training

Firstly I designed two forms (Annex 3). The first is a Daily Call Sheet, which is filled in daily after each visit to a client. The instruction was to visit a minimum of six clients in a day. At the end of the week a sales meeting is held and the Call Sheet is given to the Marketing Director, who is then aware of the potential or actual clients that his sales staff are courting. And the representative's "strike rate" or what percentage of customers actually make an order. The second sheet asks all pertinent questions that the representative needs to ask in order to obtain all necessary information to estimate a job.

Product training took the form of identifying all types of printing, and the particular questions associated with it: to identify the types and weights of papers; the different processes necessary for completion of work, i.e. Design, Artwork, Colour Separation, Camera, Plate-making, Printing and Finishing, Imposition, and different methods of binding.

Process training allowed following the progress of work through the factory so that the representatives were aware of the problems that could be encountered at any stage of a job, and how to avoid those problems.

Sales Situation Training took the form of a customer/representative confrontation and each acted out their respective roles. Going from new client to existing client. Difficult to dissatisfied. Aloof to amorous. Every kind of question was discussed in detail so as to arm the representatives ready for their field-work.

We discussed the kind of machinery in Puri and the type of work necessary to fill them, and the amount of work required to make Puri profitable.

At the end of the course recommendations were given about the future of each candidate.

XXII FINANCE FOR NEW FACTORY

The finance for the new facility itself does not appear to be a big problem.

The land is already the property of the Anekas and it is simply a matter of clearing the site and laying the foundation.

Because of the value of the present factory, it will be a simple matter to take a Bridging Loan from the Bank. Setail, although not belonging to Aneka Jasa is on a lease which does have a saleable value.

I discussed the loan with Drs. R. Soedjalmo, Director of Bank Pembangunan Daerah Java Timur who explained that there would be no problem for the loan. The normal rate is 19% to 21% per year payable in arrears.

I suggest that the agreement is verified by Aneka Jasa solicitors before being entered into as it may have lost some vital point in interpretation.

The finance for the machinery is quite different because of the large amount of investment needed.

There will be surplus monies from the sale of the existing machinery and other assets and also from realising the value of Puri and Setail, but that will not be enough for the purchase of all the necessary new equipment.

Other sources of new money must, therefore be sought.

At present Puri does not generate enough profit to repay large bank loans, but that is not to say that the situation will continue into the new facility. In fact re-investment in the future must be programmed into its costing system.

Phasing in of new equipment could take two or three years providing that it is done in a correct manner, which will also cushion the financial load that the factory must find. And with fast and efficient plant helping to pay for the new investment in machinery Puri would soon be on its feet.

Methods of obtaining the necessary finance include :

1. Realise some of the assets of Aneka Jasa. This method would mean that the new facility could start without the burden of finding an extra 21% of any loan taken out. In addition, all necessary new investment could be made at the beginning.

2. Seek new Government money. With the assurance of high returns on new investment, it will be an attraction for East Java to either run the plant at a profit for monies to be seen to be going back to Government or at a break-even point so that savings are made for the public at large. (see also item 7).
3. Seek soft loans from friendly nations. Such soft loans are rarely freely given, and usually involve some kind of reciprocal agreement. Usually paid back at half the bank rate and over a 25 year period. This would mean that Puri would have to get things right at the very beginning in order to re-invest its profits into new machinery.
4. Seek joint venture with overseas business in the same industry. This I would suggest would be difficult on two counts. One, the profits generated may not be enough to satisfy the two parties. Two, Puri, by involving an outside party has lost its independence, and could no longer be regarded as a Government facility, and its confidentiality lost.
5. Seek a bank loan for the amount required. At the 21% interest the repayment would be prohibitive. The profit margins necessary for the repayments would certainly exclude Puri from the private sector in the short term. However, Government could support this transition period by continued and certain use of the new facility.
6. Any loan would certainly mean using some of Aneka Jasa fixed assets as collateral, with the risk of loss in the event of failure.
7. Puri should ask UNIDO for continued involvement of at least two experts to oversee the commissioning of the new facility and the transitional period of new management systems.
8. Seek Advice of ASEAN Development Bank or World Bank. Interest could be high in the long term but should be investigated.
9. Seek help from commercial sections of Embassies located in Surabaya or Jakarta. Would almost certainly lead to enquiries regarding joint ventures, but may also lead to offers of machinery.

XXIII SALES FORECAST FOR 1990'S

As previously stated, Ministry and Government printing is estimated in excess of 200 billion Rp.

By the turn of the century it will be nearer 400 billion Rp. at present rates of growth.

The work is mainly black and white, form type, but increasingly continuous stationery.

Ministry work tends to be long run, and should therefore be the main target of the Sales Force. Origination is simple and the returns reasonable.

The demands of the commercial market fall into quite specific categories, of which a very large proportion falls outside the expertise and machine capability of AJP. Nestle for instance have a budget in excess of 50 billion Rp. each year. Their work is mainly carton. 4-colour process using non-toxic inks and a varnish in large volumes.

Furi has one machine capable of four colour process, which can only print one colour at a time. This means that for Nestle work it must pass through the machine 5 times before box forming.

Monde (cake and biscuits) is very similar to Nestle in the type of work. Volume not quite so high.

From this quality-type work the drop is quite significant to single colour stationery, form, invoice sets, etc. some of which is reasonable quality, but mainly price oriented.

TERMS OF BANK LOAN FROM BAPINDO

BANK PEMBANGUNAN INDONESIA

On Saturday 19th May, 1990, Mr. Soematono, Mr. Loeff and myself went to BAPINDO to see branch manager Mr. Eddy Tongga Tampubolon.

We explained that the purpose of the visit was to discuss the building of a new factory to house the Government Printing facility, and that the intention was to use the present Puri premises as collateral to use in order to obtain a bridging loan, and to repay the loan once the new facility was complete. The present one could then be sold off.

The loan terms can be summed up as follow :

Usual loan facilities are 65% of the required amount. However it was explained that that figure was negotiable according to customer needs and assets.

18% Interest on investment loans.

19% Interest of working capital loans.

Interest becomes payable 3 monthly in arrear on investment loans and 1 monthly in arrear on working capital loans, but the capital sum may be left for up to a year before repayment, according to the agreed terms. We discussed the purchase of new machinery, but at that time I could not be specific in actual cash terms because the suppliers had not informed me of machine prices.

It was agreed that a further meeting would be held around May 25th / 26th when people from BAPINDO Head Office would be in Surabaya.

We also discussed soft loan facilities from ASEAN Development Bank, which are approximately 55% that of the 18% discussed from the bank. BAPINDO said that the ASEAN Bank was opening a branch in Jakarta, which would help any future development plans. It was agreed that this option would be discussed in greater detail when necessary, and at UNIDO request. This option would also assist in the rehabilitation of the other Anekas.

ANEKA JASA PURI AND SETAIL

Lease value of Setail	approx	25,000,000
Current value of Puri		5,500,000,000
Value of plant, Setail / Puri		1,600,000,000

		7,125,000,000

Assets identified by report 11.64

NEW PREMISES

Cost of new Factory	450,000,000
Taxes, etc.	10,800,000
Interest on Loan	90,000,000

	550,000,000

NEW MACHINERY NECESSARY

Bobst	400,000,000
Linotype L 200	100,000,000
Camera	23,567,000
Contact Frame	25,000,000
Platemaker	18,000,000
Light Tables (6)	60,000,000
Film Processor	13,000,000
Proofing Press	23,000,000
Speedmaster 4 colour	2,250,000,000
Speedmaster 2 colour (2)	1,600,000,000
Heidelberg SORZ (3)	1,515,000,000
Guillotine	125,000,000
Continucus Form	2,500,000,000
GTO (2)	800,000,000
Shrinkwrap	400,000,000
GTP	400,000,000
Folding Machine	125,000,000

	10,337,567,000

XXIV SUGGESTED METHOD OF COST RECOVERY

Land - free issue - but asset value of

Building cost

Projected lifetime evaluation over 16 years -
 1 year pre-production followed by
 15 years production

Depreciation - straight line 30 years
 for building

Depreciation other fixed assets over 10 years

Corporation Tax 35%

Source of finance Bank BAPINDO
 Equity Share

Loan Composite

Total

Loan conditions - Interest Rate

Period of Grace to ease Debt Service Burden..

Total Initial Investment	1 yr	2 yr	total
1. Land and site preparation			
2. Buildings and Foundations			
3. Plant and Equipment			
4. Technology Transfer			
5. Expatriate Labour			
6. Local Labour			
7. Inventory - Indirect consumables			
8. Advertising / Marketing			
Total Cost			

MANNING (FACTORY)

Photocomposition	2
Art Department	3
Camera / Negative Assembly	3
Platemaking	1
Proofing	1
Machine Room	8
Finishing	5
Hand Finishing	3
Packing	1
Engineer	1
Storeman	1
Driver	1
TOTAL	<u>36</u>

MANNING (MANAGEMENT)

Director General	1
Works Manager	1
Quality Controller	1
Production Controller	1
Accountant	1
Marketing Director	1
TOTAL	<u>6</u>

MANNING (SUPERVISORY)

Origination	1
Machine	1
Finishing / Dispatch	1
TOTAL	<u>3</u>

MANNING (SALES)

Secretary / Reception	<u>2</u>
TOTAL STAFF	47
Foreign Experts UNIDO / UNDP Funding 2 years (minimum).	2

PROJECTED THROUGHPUT OF WORK

The projected target of work going to through the factory will be around the 30 billion Rp mark.

That figure is obtained by 2 shifts plus overtime. Each shift is capable of producing 465,000 impressions or 325,500,000 impressions per year.

The above figures also leave room for additional overtime to be worked if necessary.

The target for the unit is to handle most of the Ministry budget of 600 billion Rp whilst also selling spare capacity to the commercial sector. The Tax Department budget of 136 billion Rp could also come through the unit to be farmed out to other presses and a percentage profit added for handling, etc. This could mean a minimum turnover of around 200 Billion Rp.

Re-investment in a high-speed web printing press should be anticipated within two years, and new technology in all departments encouraged.

With the introduction of a web press, the turnover could quadruple overnight providing the necessary marketing has been undertaken and contracts signed for long-term work. An additional 6 million impressions per week can be expected.

XXV ACKNOWLEDGMENTS

This report has been prepared for UNIDO with the express intent of improving the Market Share for AJP.

I would like to thank the many people who have made my stay in Indonesia so enjoyable, and for the kind invitation to visit such a beautiful part of the World.

Thanks go to Paul-Heinz Broeder, project leader, who befriended me, and also briefed me so well, and to Brian Barrett co-expert, who was always there when I needed him, thanks also to the people from Ministries and Private Businesses who showed me so much courtesy.

Many thanks also to Mr. Soemartono for his advise and assistance, Mr. Dinsbach and Mr. Ariono for their generous support and wealth of local knowledge.

Special thanks to the Vice Governor for his kind invitation to return for a further three months period in order to continue the Sales and Marketing programme and upgrading of the factory. I will do my best to deserve his confidence.

And last but by no means least a very special thank you to Mr. Hasril Haroun, who made Paul-Heinz Broeder and me so welcome, and for showing so much personal commitment to the project.

PERUSAHAAN DAERAH JAWA TIMUR
"ANEKA JASA DAN PERMESINAN"

UNIT :

I / PURI

DAFTAR KALKULASI HARGA
AWAL PERTAMA (N.C.)

PEMBAHARUAN KE I
AKNIR (N.C.)

T.K. No.

9 | 1 | 8 | 9 | 0 | 0 | 3

TANGGAL

6 Januari 1989

REF.

PEMESAN

NAMA :

DINAS P DAN K PROP. JATIM

ALAMAT :

Jl. JAGIR SII-CREGNO V SURABAYA.

URAIAN
PESANAN

JUMLAH :
NAMA BARANG/JASA
DAN UKURAN :

17.819.934 lbr. NASRAH UTAMA BETAHAL SD.
6.137.408 lbr. PERANGKAT UTAMA BETAHAL SD.
287.364 lbr. NASRAH CADANGAN BETAHAL SD.
112.532 lbr. PERANGKAT CADANGAN BETAHAL SD.
147.378 lbr. NASRAH BUSJULAN BETAHAL SD.
59.354 lbr. PERANGKAT BUSJULAN BETAHAL SD.

SELESAI TGL.

BIDANG PEMBUKUAN

	DEPARTEMEN	Jumlah tenaga	Volume	Nilai satuan	Jumlah	JUMLAH
Biaya Tenaga Langsung	A. Pers.C.Offset		900	Rp. 1.253	Rp. 1.127.200	Rp. 12.495.500,-
	B. Cetak Offset		5.100	1.033	5.263.700	
	C. Peny.C.Offset		6.000	1016	6.096.000	
	D.					
Biaya Overhead Pabrik	A. Pers.C.Offset		900	Rp. 1.500	Rp. 1.350.000	Rp. 22.997.400,-
	B. Cetak Offset		5.100	2.724	13.892.400	
	C. Peny.C.Offset		6.000	1.279	7.674.000	
	D.					

JUMLAH

Rp. 35.495.900,-

OVERHEAD

PENJUALAN : 5,30 %

Rp. 1.881.176

DIREKSI : 62 %

22.006.218

23.887.594,-

BAHAN (lihat perincian di balik lembar ini)

Rp. 240.346.250

BIAYA FINAK KETIGA ()

17.500.000

BIAYA KEMASAN

BIAYA PENGIRIMAN

BIAYA LAIN-LAIN

91.743.091 + 22.376.363 = 114.119.454

114.119.454

371.365.704,-

Kepala Seksi Produksi

Pecjualaan

JUMLAH

Rp. 49.711.411,-

RUGI/LABA yang dimasukkan

11,52

481.058.409,-

Kepala Unit

PPTI : 10 %

JUMLAH

Rp. 481.058.409,-

HARGA PENJUALAN

Rp. 529.164.250,-

Dir. Adm & Res

Kabid Kau/Kas/Kas/Anggaran

Kabid Pembukuan (file)

Rp. 529.164.250,-

PERINCIAN VOLUME BAHAN / ALAT
PEKERJAAN

No.	URAIAN	Satuan	Banyaknya	@	Jumlah Harga
<u>BAHAN / MATERIAL</u>					
1.	HVO. 60 Gr. Locek 62 x 85	Rlem	6.250	32.000	200.000.000,-
2.	Plate	lbr.	100	11.000	1.100.000,-
3.	Tinta	Kg.	260	8.000	2.080.000,-
4.	Film	lbr.	200	4.700	940.000,-
5.	Asrolon	Rol	1	200.000	200.000,-
6.	Len	Kg.	6	70.000	420.000,-
7.	Doos	Buah	3.000	1.250	3.750.000,-
8.	Streping Band.	Rol	200	4.000	800.000,-
9.	Plak Band	Rol	400	1.250	500.000,-
10.	Peralatan	-	100	12.500	1.250.000,-
11.	Makanan	-	125x45	2.000	11.250.000,-
12.	Prpai (uang tinggal Rumah)	-	100x45	3.000	13.500.000,-
13.	Makanan Kecil	-	125x45	250	1.406.250,-
14.	Polisi	-	7x50	5.000	3.150.000,-
Jumlah Rp					240.546.250,-
<u>BIAYA FIHAK KETIGA</u>					
1.	Sortir	-	-	-	3.630.000,-
2.	Lipat	-	-	-	3.120.000,-
3.	Ikat	-	-	-	5.940.000,-
4.	Segel	-	-	-	4.810.000,-
Jumlah Rp					17.500.000,-

DICETAK TANGGAL : 18/04/90

PERUSAHAAN DAERAH ANEKA JASA & PERMESINAN
PROVINSI DAERAH TINGKAT I JAWA TIMUR
UNIT P U R I

KARTU HABISA EKSDOK

NOMOR PESANAN : 91.89.00003		JENIS BIAYA		BIAYA		SELISIH	
NAMA PESANAN : DINAS P DAN K PROP JATIM		TAMBAHAN		DIBAYAR			
TANGGAL PESANAN : 06/01/89		TAMBAHAN		DIBAYAR			
NAMA PESANAN : EB TANAS SD. CADANGAN. SUSULAN		TAMBAHAN		DIBAYAR			
JUMLAH SATUAN : 24614000 LBR		TAMBAHAN		DIBAYAR			
HARGA TERMS.PPN.: 529.164.250.00		TAMBAHAN		DIBAYAR			
HARGA DIFOT.PPN.: 481.058.409.09		TAMBAHAN		DIBAYAR			
RENCANA SELESAI : / /		TAMBAHAN		DIBAYAR			
DI DEKET NOTA NO: 211.89.0021		TAMBAHAN		DIBAYAR			
SEJUMLAH : 520.164.250.00		TAMBAHAN		DIBAYAR			
T - O - Y - A - L		TAMBAHAN		DIBAYAR			
407.850.904.00		TAMBAHAN		DIBAYAR			
387.509.857.566		TAMBAHAN		DIBAYAR			
47.324.146.434		TAMBAHAN		DIBAYAR			
TOTAL		TAMBAHAN		DIBAYAR			
91.89.001.001:PROJ PS ALAT PROTECTION IM	7.000	40.350.000	16.31	4.447.95	29/01/89	11.715.000	40.350.000
91.89.001.001:KURANG 60 GEM	350.000	6.713.750.000	3.51	1.175.75	26/01/89	1.157.23	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	33.01	10.375.95	29/01/89	27.413.571	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	24.31	18.795.00	28/01/89	50.000.000	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	25.01	10.775.00	28/01/89	12.502.761	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	69.31	32.184.50	28/01/89	87.158.231	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	72.51	31.024.64	27/01/89	39.056.321	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	57.31	18.707.91	27/01/89	49.860.361	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	57.01	25.204.29	27/01/89	46.674.441	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	81.01	41.153.54	27/01/89	108.473.741	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	49.31	28.712.34	29/01/89	34.146.221	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	39.01	14.615.73	29/01/89	24.752.971	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	57.01	29.800.18	29/01/89	70.804.201	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	73.01	37.770.62	29/01/89	99.401.151	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	37.51	24.000.00	29/01/89	65.078.421	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	30.01	16.375.00	29/01/89	21.213.941	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	165.31	93.802.30	29/01/89	247.237.191	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	15.01	2.627.18	20/01/89	4.267.321	6.969.000
91.89.001.001:KURANG 60 GEM	250.000	6.713.750.000	67.31	32.750.78	25/01/89	78.046.101	6.969.000

PERUSAHAAN DAERAH ANEKA-JASA & PERMESINAN
 PROPINSI DAERAH TINGKAT I JAWA TIMUR
 UNIT P U R I
 DICETAK-TANGGAL 18/04/90
 AJP: Computer
 HALAMAN 1 2

KARTU HARGA POKOK

NOMOR PESANAN : 91.89.00003

TANGGAL	BIAYA BAHAN BAKU DAN PENYEBUTAN		BIAYA TENAGA KERJA LANGSUNG		JUMLAH RUPIAH	TANGGAL INTRPT	JUMLAH RUPIAH	BIAYA OPERASIONAL			
	NO. BUKU	ISK	JUMLAH SAT.	JUMLAH RUPIAH				TANGGAL	NO. PP/NO	BIAYA PERORANG	JUMLAH RUPIAH
31/01/89:00.1.0019:1195 00 GRAM	390.00	13,872,500.00	39.01	12,148.38	39/01/89	1	32,031.281				
31/01.89:00.1.0019:1195 00 GRAM	336.00	9,479,250.00	60.01	27,309.74	30/01/89	3	72,543.181				
			81.31	37,491.66	30/01/89	1	6,745.621				
			13.01	3,703.72	31/01/89	1	4,662.611				
			67.01	25,000.28	31/01/89	1	31,472.831				
			39.01	13,254.28	31/01/89	1	34,229.831				
			39.31	12,992.96	31/01/89	1	34,262.441				
			81.31	33,113.44	31/01/89	1	87,223.421				
							131/01/89:8189,130621				37,275.001
							31/01/89:8189,132631				267,500.001
31:02:89:00.1.0020:1195 MITAR ES PB	20.00	134,000.00	81.31	16,336.66	01/02/89	1	100,931.721				
			19.31	3,220.78	01/02/89	1	6,572.691				
			67.31	76,936.36	01/02/89	1	33,510.441				
			60.31	11,750.24	01/02/89	1	31,066.741				
			60.31	27,509.74	01/02/89	1	72,543.181				
			13.31	4,337.60	02/02/89	1	5,123.911				
			71.31	26,518.40	02/02/89	1	33,204.011				
			33.31	11,446.76	02/02/89	1	26,110.281				
			64.31	28,279.08	02/02/89	1	74,571.931				
			81.31	53,113.44	02/02/89	1	87,223.421				
							16,090.40	03/02/89	1		29,234.111
			64.31	26,189.60	03/02/89	1	32,965.031				
			48.31	20,027.92	03/02/89	1	54,923.231				
			70.31	38,663.68	03/02/89	1	100,273.921				
			73.31	50,246.42	03/02/89	1	132,779.281				
			72.31	17,046.48	04/02/89	1	45,004.101				
			62.31	17,682.75	04/02/89	1	46,629.111				
			42.01	14,288.90	04/02/89	1	17,789.201				
			14.31	4,241.60	04/02/89	1	5,194.281				
			84.31	33,311.23	04/02/89	1	93,194.881				
			165.31	102,697.50	05/02/89	1	270,813.211				
			37.31	21,227.20	05/02/89	1	37,793.421				
			99.31	48,620.00	05/02/89	1	81,220.211				
							3,264.00	06/02/89	1		4,662.771
			67.31	25,003.00	06/02/89	1	31,476.231				
			39.31	12,990.30	06/02/89	1	34,270.131				
			39.31	13,733.00	06/02/89	1	26,221.741				
			81.31	33,117.60	06/02/89	1	87,229.231				
							164/02/89:8189,130631				152,750.001
							164/02/89:8189,130641				87,000.001

KARTU HARGA POKOK

NOMOR PESANAN : 91.89.00003

BIAYA BAHAN BAKU DAN PENBANTU				BIAYA TENAGA KERJA LANGSUNG			BIAYA OVERHEAD PABRIK		BIAYA P H A Y K E III					
TANGGAL : NO. DR/DRK :	JENIS BAHAN	JUMLAH SAT. :	JUMLAH RUPIAH	TANGGAL :	NO. DR JKR :	JUMLAH JKR :	JUMLAH RUPIAH	TANGGAL :	TARIP :	JUMLAH RUPIAH	TANGGAL :	NO. FP/PLG :	NAMA PERBORONG	JUMLAH RUPIAH
107/02/89:60.1.00224	TINTA HITAM	20.001	134.000.001	107/02/89:71.89.00331		13.01	3.631.00	107/02/89: X		4.371.071				
				107/02/89:71.89.00331		67.01	26.939.00	107/02/89: X		33.912.511				
				107/02/89:71.89.00331		39.01	12.151.00	107/02/89: X		32.042.191				
				107/02/89:71.89.00331		60.01	27.492.00	107/02/89: X		72.496.401				
				107/02/89:71.89.00331		81.01	38.696.00	107/02/89: X		102.041.351				
														87.775.001
														5.000.001
														561.250.001
														1.117.142.501
				108/02/89:71.89.00341		13.01	3.704.00	108/02/89: X		4.662.771				
				108/02/89:71.89.00341		67.01	25.003.00	108/02/89: X		31.476.281				
				108/02/89:71.89.00341		39.01	13.755.00	108/02/89: X		26.271.741				
				108/02/89:71.89.00341		60.01	25.918.00	108/02/89: X		68.345.771				
				108/02/89:71.89.00341		81.01	32.117.00	108/02/89: X		87.327.531				
109/02/89:63.1.00228	PLAT BANG	1.001	97.202.721											
109/02/89:63.1.00241	LEN	38.001	92.500.001											
109/02/89:63.1.00246	LEN RALOK	1.001	74.999.791											
				109/02/89:71.89.00351		13.01	3.063.00	109/02/89: X		3.856.011				
				109/02/89:71.89.00351		67.01	27.506.00	109/02/89: X		34.624.501				
				109/02/89:71.89.00351		37.01	12.151.00	109/02/89: X		32.042.191				
				109/02/89:71.89.00351		60.01	27.044.00	109/02/89: X		71.473.291				
				109/02/89:71.89.00351		81.01	39.160.00	109/02/89: X		103.264.921				
109/02/89:60.1.00234	HVS 60 GR	1000.001	27.655.000.001											
														983.500.001
														52.575.001
				110/02/89:71.89.00361		13.01	6.833.00	110/02/89: X		8.627.241				
				110/02/89:71.89.00361		73.01	31.480.00	110/02/89: X		39.630.171				
				110/02/89:71.89.00361		43.01	21.937.00	110/02/89: X		27.267.871				
				110/02/89:71.89.00361		64.01	34.975.00	110/02/89: X		92.097.231				
				110/02/89:71.89.00361		87.01	40.213.00	110/02/89: X		106.041.681				
111/02/89:63.1.00253	LEN	48.001	74.000.001											
				111/02/89:71.89.00371		16.01	5.157.10	111/02/89: X		6.492.271				
				111/02/89:71.89.00371		70.01	29.603.60	111/02/89: X		37.218.331				
				111/02/89:71.89.00371		42.01	15.619.60	111/02/89: X		41.108.891				
				111/02/89:71.89.00371		63.01	31.148.10	111/02/89: X		82.138.231				
				111/02/89:71.89.00371		80.01	42.376.70	111/02/89: X		111.747.891				
				112/02/89:71.89.00381		88.01	43.510.00	112/02/89: X		57.272.541				
				112/02/89:71.89.00381		33.01	23.016.00	112/02/89: X		60.493.191				
				112/02/89:71.89.00381		163.01	90.269.00	112/02/89: X		238.039.251				
113/02/89:60.1.00258	TINTA HITAM ES PD	1.001	124.000.001											
				113/02/89:71.89.00391		13.01	3.061.84	113/02/89: X		3.854.551				
				113/02/89:71.89.00391		67.01	27.504.16	113/02/89: X		34.624.991				
				113/02/89:71.89.00391		39.01	12.148.28	113/02/89: X		32.035.281				
				113/02/89:71.89.00391		60.01	27.042.22	113/02/89: X		71.211.131				

KARTU HARBA POKOK

NOMOR PESANAN : 91.89.000002

NO	TANGGAL	NO. BUKU	JENIS BARANG	JUMLAH SAT.	JUMLAH RUPIAH	TANGGAL	NO. PO/NO	BIAYA OPERASIONAL	BIAYA OPERASIONAL	NO. PO/NO	BIAYA OPERASIONAL	BIAYA OPERASIONAL	JUMLAH POKOK
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM	1000.00	28.875.000.00	81.01	39.158.88	11/02/89:60.1.00260:TIJINTA HITAM	103.261.971			11/02/89:60.1.00260:TIJINTA HITAM			128.000.00
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM	1.00	134.000.00	13.31	4.189.60	11/02/89:60.1.00260:TIJINTA HITAM	5.219.111			11/02/89:60.1.00260:TIJINTA HITAM			183.000.00
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			67.31	24.334.28	11/02/89:60.1.00260:TIJINTA HITAM	36.886.231			11/02/89:60.1.00260:TIJINTA HITAM			106.500.00
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			39.31	15.250.76	11/02/89:60.1.00260:TIJINTA HITAM	35.206.21			11/02/89:60.1.00260:TIJINTA HITAM			139.144.581
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			60.31	26.216.60	11/02/89:60.1.00260:TIJINTA HITAM	69.287.481			11/02/89:60.1.00260:TIJINTA HITAM			88.000.00
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			81.31	35.115.48	11/02/89:60.1.00260:TIJINTA HITAM	87.229.211			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			13.01	3.061.38	11/02/89:60.1.00260:TIJINTA HITAM	3.351.201			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			67.01	27.504.18	11/02/89:60.1.00260:TIJINTA HITAM	72.278.211			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			29.21	12.148.28	11/02/89:60.1.00260:TIJINTA HITAM	52.635.291			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			60.31	27.042.52	11/02/89:60.1.00260:TIJINTA HITAM	71.211.131			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			81.01	39.158.88	11/02/89:60.1.00260:TIJINTA HITAM	103.261.971			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM	1.00	134.000.00			11/02/89:60.1.00260:TIJINTA HITAM				11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM	36.00	92.500.00			11/02/89:60.1.00260:TIJINTA HITAM				11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			81.01	35.115.48	11/02/89:60.1.00260:TIJINTA HITAM	87.229.211			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			60.31	26.216.60	11/02/89:60.1.00260:TIJINTA HITAM	69.287.481			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			29.01	13.252.68	11/02/89:60.1.00260:TIJINTA HITAM	35.210.811			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			67.01	24.334.28	11/02/89:60.1.00260:TIJINTA HITAM	36.886.231			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			13.01	4.189.60	11/02/89:60.1.00260:TIJINTA HITAM	5.219.111			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM	25.00	75.000.00			11/02/89:60.1.00260:TIJINTA HITAM				11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			49.01	35.478.48	11/02/89:60.1.00260:TIJINTA HITAM	95.424.691			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			48.01	23.448.28	11/02/89:60.1.00260:TIJINTA HITAM	44.332.701			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			27.31	8.477.48	11/02/89:60.1.00260:TIJINTA HITAM	22.882.201			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			55.01	24.146.08	11/02/89:60.1.00260:TIJINTA HITAM	36.287.481			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			9.01	2.187.18	11/02/89:60.1.00260:TIJINTA HITAM	2.733.241			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM	13.00	100.200.00			11/02/89:60.1.00260:TIJINTA HITAM				11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM	10.00	87.000.00			11/02/89:60.1.00260:TIJINTA HITAM				11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			84.01	34.249.78	11/02/89:60.1.00260:TIJINTA HITAM	95.443.731			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			48.01	31.159.68	11/02/89:60.1.00260:TIJINTA HITAM	82.137.321			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			35.01	14.224.48	11/02/89:60.1.00260:TIJINTA HITAM	37.289.741			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			78.01	27.276.78	11/02/89:60.1.00260:TIJINTA HITAM	34.716.211			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			14.01	5.242.58	11/02/89:60.1.00260:TIJINTA HITAM	6.756.221			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			165.31	102.877.58	11/02/89:60.1.00260:TIJINTA HITAM	278.815.211			11/02/89:60.1.00260:TIJINTA HITAM			
11/02/89:60.1.00260:TIJINTA HITAM	11/02/89:60.1.00260:TIJINTA HITAM			27.31	21.227.28	11/02/89:60.1.00260:TIJINTA HITAM	37.245.821			11/02/89:60.1.00260:TIJINTA HITAM			

KARTU HARGA EKSKLUSIF

NOMOR PESANAN : 91.89.00003

BIAYA BAHAN BAKU DAN PERBANTU				BIAYA TENAGA KERJA LANGSUNG			BIAYA OVERHEAD PABRIK		BIAYA PINJAK PE III						
TANGGAL	NO.26R/SBK	JENIS BAHAN	JUMLAH SAT.	JUMLAH RUPIAH	TANGGAL	NO.MOR JKA	JUMLAH JAM	JUMLAH RUPIAH	TANGGAL	TARIK	JUMLAH RUPIAH	TANGGAL	INO.PP/BLO	NAMA PERFORMANSI	JUMLAH RUPIAH
					19/02/89	71.89.0043	90.01	48,630.00	19/02/89	Z	61,729.31				
	19/02/89:60.1.00294	TINTA HITAM	20.00	134,000.00											
	19/02/89:63.1.00296	PLASTIK PENGUNGKUS	150.00	410,060.50											
	19/02/89:63.1.00297	BAMB ROLL	41.00	123,000.00											
															5,000.00
															10,000.50
															2,355,599.00
					20/02/89	71.89.0044	81.01	53,113.40	20/02/89	Z	87,325.31				
					20/02/89	71.89.0044	60.01	26,316.80	20/02/89	Z	69,397.40				
					20/02/89	71.89.0044	39.01	13,352.60	20/02/89	Z	33,210.81				
					20/02/89	71.89.0044	67.01	24,534.20	20/02/89	Z	30,886.23				
					20/02/89	71.89.0044	13.01	4,169.60	20/02/89	Z	5,249.11				
	20/02/89:60.1.00303	KERTAS HVS 60 GRAM	1000.00	28,875,000.00											
															174,375.00
					21/02/89	71.89.0047	81.01	39,158.60	21/02/89	Z	103,261.97				
					21/02/89	71.89.0047	60.01	27,042.32	21/02/89	Z	71,211.13				
					21/02/89	71.89.0047	39.01	12,148.28	21/02/89	Z	32,035.28				
					21/02/89	71.89.0047	67.01	27,504.16	21/02/89	Z	34,624.99				
					21/02/89	71.89.0047	13.01	22,020.34	21/02/89	Z	27,721.41				
	21/02/89:63.1.00303	LEA PLASTIK	50.00	92,500.00											
					22/02/89	71.89.0048	81.01	39,015.40	22/02/89	Z	87,041.01				
					22/02/89	71.89.0048	60.01	26,316.80	22/02/89	Z	69,397.40				
					22/02/89	71.89.0048	39.01	13,352.60	22/02/89	Z	33,210.81				
					22/02/89	71.89.0048	67.01	24,543.20	22/02/89	Z	30,886.23				
					22/02/89	71.89.0048	13.01	4,169.60	22/02/89	Z	5,249.11				
	22/02/89:60.1.00308	KERTAS HVS 60GRAM	1000.00	28,875,000.00											
	22/02/89:63.1.00310	LEA	17.00	31,450.00											
															158,050.00
															86,500.00
					23/02/89	71.89.0049	1.31	39,158.99	23/02/89	Z	103,263.02				
					23/02/89	71.89.0049	60.01	27,042.32	23/02/89	Z	71,211.13				
					23/02/89	71.89.0049	39.01	12,148.28	23/02/89	Z	32,035.28				
					23/02/89	71.89.0049	67.01	27,505.16	23/02/89	Z	34,626.23				
	23/02/89:60.1.00309	KERTAS HVS 60 GRAM	1000.00	28,875,000.00											
	23/02/89:61.1.00312	PLAT KECIL 7241613	59.00	323,180.17											
	23/02/89:61.1.00313	PLAT BESAR 9731753	94.00	957,278.72											
	23/02/89:61.1.00314	PLAT TANGKUNG 9351715	20.00	182,422.40											
															723,500.00
															46,200.00
					24/02/89	71.89.0050	84.01	37,846.76	24/02/89	Z	99,802.43				
					24/02/89	71.89.0050	66.01	34,034.50	24/02/89	Z	89,748.98				
					24/02/89	71.89.0050	48.01	22,893.30	24/02/89	Z	60,238.84				
					24/02/89	71.89.0050	72.01	30,155.70	24/02/89	Z	37,763.01				
					24/02/89	71.89.0050	16.01	7,150.40	24/02/89	Z	9,001.64				
					25/02/89	71.39.0051	90.01	44,732.20	25/02/89	Z	118,011.02				

DICETAK TANGGAL : 18/04/90
 HALAMAN : 6
 R. J.P. Computer

KARTU HARGA PERIKEL

PERUSAHAAN DAERAH ANEKA JASA & PERMESINAN
 PROPINSI DAERAH TINGKAT I JAWA TIMUR
 UNIT P U R T

NO. FAKTUR	JENIS BAHAN	Jumlah Sat.	Jumlah Ruptah	Tanggal	Uraian	Jumlah Ruptah	Tanggal	Jumlah Ruptah	Harga Perorangan	Jumlah Ruptah
23-02/89-63.1-00329:2400 ROLL		23,00	73,300,00	125/02/89	125/02/89	73,300,00	125/02/89	73,300,00		73,300,00
23-02/89-63.1-00330:2400 ROLL				126/02/89	126/02/89	96,072,00	126/02/89	253,341,04		253,341,04
23-02/89-63.1-00331:2400 ROLL				127/02/89	127/02/89	23,288,00	127/02/89	66,684,48		66,684,48
23-02/89-63.1-00332:2400 ROLL				128/02/89	128/02/89	47,740,00	128/02/89	40,123,04		40,123,04
23-02/89-63.1-00333:2400 ROLL				129/02/89	129/02/89	29,156,00	129/02/89	103,761,76		103,761,76
23-02/89-63.1-00334:2400 ROLL				130/02/89	130/02/89	27,042,40	130/02/89	71,120,88		71,120,88
23-02/89-63.1-00335:2400 ROLL				131/02/89	131/02/89	12,148,20	131/02/89	32,034,20		32,034,20
23-02/89-63.1-00336:2400 ROLL				132/02/89	132/02/89	27,594,00	132/02/89	34,624,72		34,624,72
23-02/89-63.1-00337:2400 ROLL				133/02/89	133/02/89	3,041,20	133/02/89	3,834,92		3,834,92
23-02/89-63.1-00338:2400 ROLL		120,00	243,226,00	134/02/89	134/02/89		134/02/89	87,253,32		87,253,32
23-02/89-63.1-00339:2400 ROLL		40,00	74,300,00	135/02/89	135/02/89		135/02/89	43,660,44		43,660,44
23-02/89-63.1-00340:2400 ROLL				136/02/89	136/02/89		136/02/89	21,337,28		21,337,28
23-02/89-63.1-00341:2400 ROLL				137/02/89	137/02/89		137/02/89	30,884,24		30,884,24
23-02/89-63.1-00342:2400 ROLL				138/02/89	138/02/89		138/02/89	5,248,96		5,248,96
23-02/89-63.1-00343:2400 ROLL		23,00	69,300,00	139/02/89	139/02/89		139/02/89			
23-02/89-63.1-00344:2400 ROLL		901,591	23,431,647,301	140/02/89	140/02/89		140/02/89	15,986,43		15,986,43
23-02/89-63.1-00345:2400 ROLL				141/02/89	141/02/89		141/02/89	22,915,27		22,915,27
23-02/89-63.1-00346:2400 ROLL				142/02/89	142/02/89		142/02/89	62,490,04		62,490,04
23-02/89-63.1-00347:2400 ROLL				143/02/89	143/02/89		143/02/89	104,030,65		104,030,65
23-02/89-63.1-00348:2400 ROLL				144/02/89	144/02/89		144/02/89	156,228,08		156,228,08
23-02/89-63.1-00349:2400 ROLL				145/02/89	145/02/89		145/02/89	204,237,80		204,237,80
23-02/89-63.1-00350:2400 ROLL				146/02/89	146/02/89		146/02/89	435,234,08		435,234,08
23-02/89-63.1-00351:2400 ROLL				147/02/89	147/02/89		147/02/89	672,227,10		672,227,10
23-02/89-63.1-00352:2400 ROLL				148/02/89	148/02/89		148/02/89	1,027,500,00		1,027,500,00
23-02/89-63.1-00353:2400 ROLL				149/02/89	149/02/89		149/02/89	1,419,000,00		1,419,000,00
23-02/89-63.1-00354:2400 ROLL				150/02/89	150/02/89		150/02/89	1,855,000,00		1,855,000,00
23-02/89-63.1-00355:2400 ROLL				151/02/89	151/02/89		151/02/89	2,357,000,00		2,357,000,00
23-02/89-63.1-00356:2400 ROLL				152/02/89	152/02/89		152/02/89	2,935,000,00		2,935,000,00
23-02/89-63.1-00357:2400 ROLL				153/02/89	153/02/89		153/02/89	3,587,000,00		3,587,000,00
23-02/89-63.1-00358:2400 ROLL				154/02/89	154/02/89		154/02/89	4,314,000,00		4,314,000,00
23-02/89-63.1-00359:2400 ROLL				155/02/89	155/02/89		155/02/89	5,116,000,00		5,116,000,00
23-02/89-63.1-00360:2400 ROLL				156/02/89	156/02/89		156/02/89	6,000,000,00		6,000,000,00
23-02/89-63.1-00361:2400 ROLL				157/02/89	157/02/89		157/02/89	6,970,000,00		6,970,000,00
23-02/89-63.1-00362:2400 ROLL				158/02/89	158/02/89		158/02/89	8,026,000,00		8,026,000,00
23-02/89-63.1-00363:2400 ROLL				159/02/89	159/02/89		159/02/89	9,269,000,00		9,269,000,00
23-02/89-63.1-00364:2400 ROLL				160/02/89	160/02/89		160/02/89	10,699,000,00		10,699,000,00
23-02/89-63.1-00365:2400 ROLL				161/02/89	161/02/89		161/02/89	12,314,000,00		12,314,000,00
23-02/89-63.1-00366:2400 ROLL				162/02/89	162/02/89		162/02/89	14,114,000,00		14,114,000,00
23-02/89-63.1-00367:2400 ROLL				163/02/89	163/02/89		163/02/89	16,100,000,00		16,100,000,00
23-02/89-63.1-00368:2400 ROLL				164/02/89	164/02/89		164/02/89	18,272,000,00		18,272,000,00
23-02/89-63.1-00369:2400 ROLL				165/02/89	165/02/89		165/02/89	20,631,000,00		20,631,000,00
23-02/89-63.1-00370:2400 ROLL				166/02/89	166/02/89		166/02/89	23,178,000,00		23,178,000,00
23-02/89-63.1-00371:2400 ROLL				167/02/89	167/02/89		167/02/89	25,903,000,00		25,903,000,00
23-02/89-63.1-00372:2400 ROLL				168/02/89	168/02/89		168/02/89	28,806,000,00		28,806,000,00
23-02/89-63.1-00373:2400 ROLL				169/02/89	169/02/89		169/02/89	31,888,000,00		31,888,000,00
23-02/89-63.1-00374:2400 ROLL				170/02/89	170/02/89		170/02/89	35,149,000,00		35,149,000,00
23-02/89-63.1-00375:2400 ROLL				171/02/89	171/02/89		171/02/89	38,590,000,00		38,590,000,00
23-02/89-63.1-00376:2400 ROLL				172/02/89	172/02/89		172/02/89	42,211,000,00		42,211,000,00
23-02/89-63.1-00377:2400 ROLL				173/02/89	173/02/89		173/02/89	46,013,000,00		46,013,000,00
23-02/89-63.1-00378:2400 ROLL				174/02/89	174/02/89		174/02/89	50,000,000,00		50,000,000,00
23-02/89-63.1-00379:2400 ROLL				175/02/89	175/02/89		175/02/89	54,174,000,00		54,174,000,00
23-02/89-63.1-00380:2400 ROLL				176/02/89	176/02/89		176/02/89	58,536,000,00		58,536,000,00
23-02/89-63.1-00381:2400 ROLL				177/02/89	177/02/89		177/02/89	63,088,000,00		63,088,000,00
23-02/89-63.1-00382:2400 ROLL				178/02/89	178/02/89		178/02/89	67,931,000,00		67,931,000,00
23-02/89-63.1-00383:2400 ROLL				179/02/89	179/02/89		179/02/89	72,966,000,00		72,966,000,00
23-02/89-63.1-00384:2400 ROLL				180/02/89	180/02/89		180/02/89	78,193,000,00		78,193,000,00
23-02/89-63.1-00385:2400 ROLL				181/02/89	181/02/89		181/02/89	83,603,000,00		83,603,000,00
23-02/89-63.1-00386:2400 ROLL				182/02/89	182/02/89		182/02/89	89,197,000,00		89,197,000,00
23-02/89-63.1-00387:2400 ROLL				183/02/89	183/02/89		183/02/89	94,976,000,00		94,976,000,00
23-02/89-63.1-00388:2400 ROLL				184/02/89	184/02/89		184/02/89	100,941,000,00		100,941,000,00
23-02/89-63.1-00389:2400 ROLL				185/02/89	185/02/89		185/02/89	107,083,000,00		107,083,000,00
23-02/89-63.1-00390:2400 ROLL				186/02/89	186/02/89		186/02/89	113,404,000,00		113,404,000,00
23-02/89-63.1-00391:2400 ROLL				187/02/89	187/02/89		187/02/89	120,006,000,00		120,006,000,00
23-02/89-63.1-00392:2400 ROLL				188/02/89	188/02/89		188/02/89	126,890,000,00		126,890,000,00
23-02/89-63.1-00393:2400 ROLL				189/02/89	189/02/89		189/02/89	134,058,000,00		134,058,000,00
23-02/89-63.1-00394:2400 ROLL				190/02/89	190/02/89		190/02/89	141,511,000,00		141,511,000,00
23-02/89-63.1-00395:2400 ROLL				191/02/89	191/02/89		191/02/89	149,250,000,00		149,250,000,00
23-02/89-63.1-00396:2400 ROLL				192/02/89	192/02/89		192/02/89	157,275,000,00		157,275,000,00
23-02/89-63.1-00397:2400 ROLL				193/02/89	193/02/89		193/02/89	165,587,000,00		165,587,000,00
23-02/89-63.1-00398:2400 ROLL				194/02/89	194/02/89		194/02/89	174,188,000,00		174,188,000,00
23-02/89-63.1-00399:2400 ROLL				195/02/89	195/02/89		195/02/89	183,079,000,00		183,079,000,00
23-02/89-63.1-00400:2400 ROLL				196/02/89	196/02/89		196/02/89	192,261,000,00		192,261,000,00
23-02/89-63.1-00401:2400 ROLL				197/02/89	197/02/89		197/02/89	202,735,000,00		202,735,000,00
23-02/89-63.1-00402:2400 ROLL				198/02/89	198/02/89		198/02/89	213,502,000,00		213,502,000,00
23-02/89-63.1-00403:2400 ROLL				199/02/89	199/02/89		199/02/89	224,563,000,00		224,563,000,00
23-02/89-63.1-00404:2400 ROLL				200/02/89	200/02/89		200/02/89	235,919,000,00		235,919,000,00
23-02/89-63.1-00405:2400 ROLL				201/02/89	201/02/89		201/02/89	247,567,000,00		247,567,000,00
23-02/89-63.1-00406:2400 ROLL				202/02/89	202/02/89		202/02/89	259,508,000,00		259,508,000,00
23-02/89-63.1-00407:2400 ROLL				203/02/89	203/02/89		203/02/89	271,743,000,00		271,743,000,00
23-02/89-63.1-00408:2400 ROLL				204/02/89	204/02/89		204/02/89	284,273,000,00		284,273,000,00
23-02/89-63.1-00409:2400 ROLL				205/02/89	205/02/89		205/02/89	297,099,000,00		297,099,000,00
23-02/89-63.1-00410:										

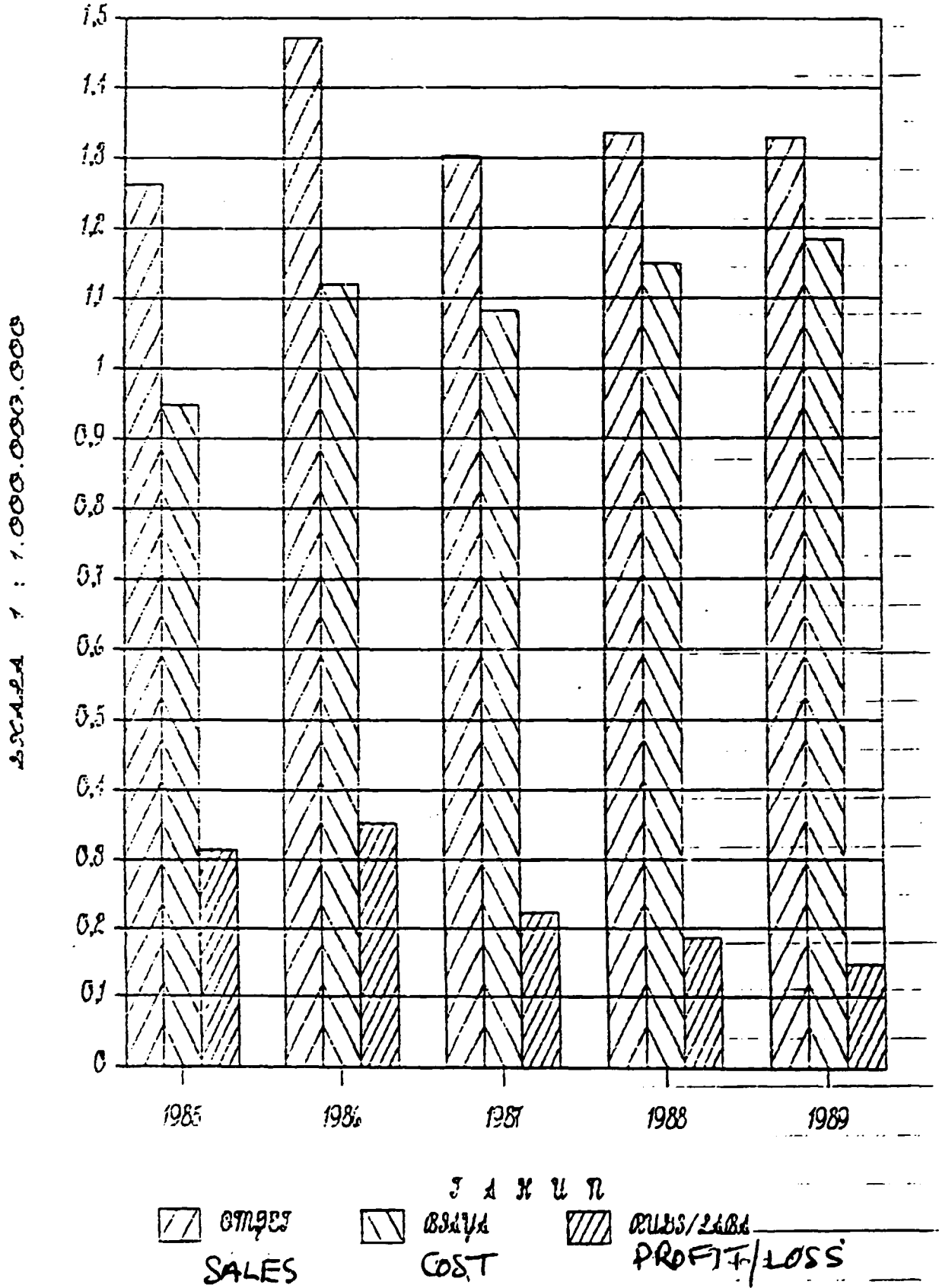
KARTU HARGA POKOK

NOMOR PESANAN : 91.89.00003

BIAYA BAHAN BAKU DAN PENBANTU		BIAYA TENAGA KERJA LANGSUNG		BIAYA OVERHEAD PABRIK		BIAYA PIHAK KE III			
TANGGAL : NO. BR/28K :	JENIS BAHAN	JUMLAH SAT. :	JUMLAH RUPIAH :	TANGGAL : NOMOR JUK :	JUMLAH JAM :	JUMLAH RUPIAH :	TANGGAL : NO. PP/BLO :	NAMA PERDORONG	JUMLAH RUPIAH :
107/03/89:63.1.00332:	LEN RAKDL	20.00:	37.000.001						
							107/03/89:0189.13092:		284.400.001
							110/03/89:0189.13709:		5.000.001
							110/03/89:0189.13710:		15.500.001
							110/03/89:0189.13711:		30.000.001
							110/03/89:0189.13712:	YUONI BIDEV CASTETTE	5.000.001
							111/03/89:0189.13714:		25.000.001
							111/03/89:0189.13713:		205.000.001
							111/03/89:0189.13716:		851.299.001
							111/03/89:0189.13093:		151.000.001
							114/03/89:0189.13094:		50.775.001
							120/03/89:0189.13095:		131.000.001
122/03/89:60.1.00449:	KERTAS ZUMKUS	50.00:	2.126.50:				125/03/89:0189.13722:		67.000.001
125/03/89:63.1.00416:	LEN	5.00:	9.250.00:				127/03/89:0189.13096:		125.500.001
							102/04/89:0189.13726:		37.500.001
							106/04/89:0189.13064:		128.500.001
							109/04/89:0189.13052:		4.800.001
							109/04/89:0189.13053:		14.275.001
							114/04/89:0189.13731:		43.000.001
							116/04/89:0189.13054:	RAHAYU SLANET	110.250.001
							117/04/89:0189.13732:		31.500.001
							121/04/89:0189.13005:		22.275.001
							124/04/89:0189.13733:		31.500.001
							103/05/89:0189.13730:		63.000.001
							120/05/89:0189.13731:		27.000.001
							122/05/89:0189.13741:		18.000.001
J U M L A H			225.187.211.50			4.020.031.48		8.949.049.48	117.429.045.401

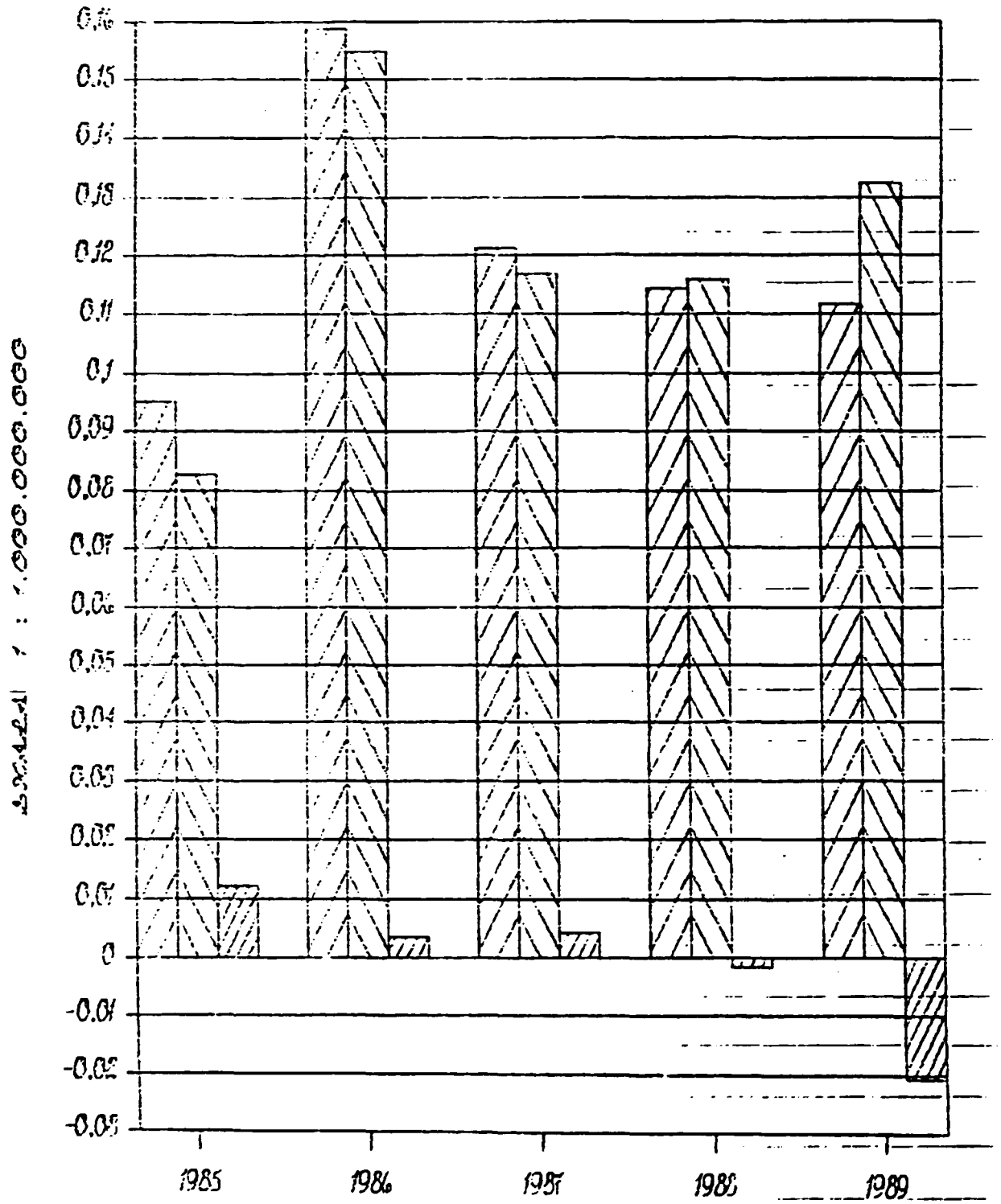
UNIT PURI

RUSS/2488 JK. 1985 & 1989






UNIT SETAIL

Средние (или/или) Ж. 1985 б/б 1989



Ж А К У П

 ОМРЕТ	 РИДУ	 РИД/ЛИБ
SALES	COST	PROFIT/LOSS

Jalan Krembangan Barat No. 57 - Telp. Pimp. 26557. Staf 22921

SURABAYA

GAMBAR SITUASI

Nomor : 1137 / PEL / 85

Tanah ini terletak di :

- Jalan : Ngagel
- Kelurahan : Ngagel
- Kecamatan : Wonoremo
- Kotamadya : Surabaya
- Propinsi : Jawa Timur

Peta verponding

K - 26 / e - 4

Perbandingan 1 :

GAMBAR LIHAT DIBALIKNYA.

**GAMBAR SITUASI INI KHUSUS UNTUK LAMPIRAN PERMOHONAN HAK
DAN TIDAK DAPAT DIANGGAP SEBAGAI TANDA BUKTI HAK.**

Biaya Rp. 50.040 / 85 - 86.

Daftar isian 307 No. 19.974 / 85 - 86.

Tanggal, 24 - 12 - 1985

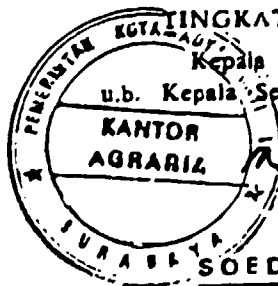
KETERANGAN :

L U A S : 10.125,- M²

_____ Batas tanah ini sesuai dengan penunjukkan yang diberikan oleh Imam Sukhaimi

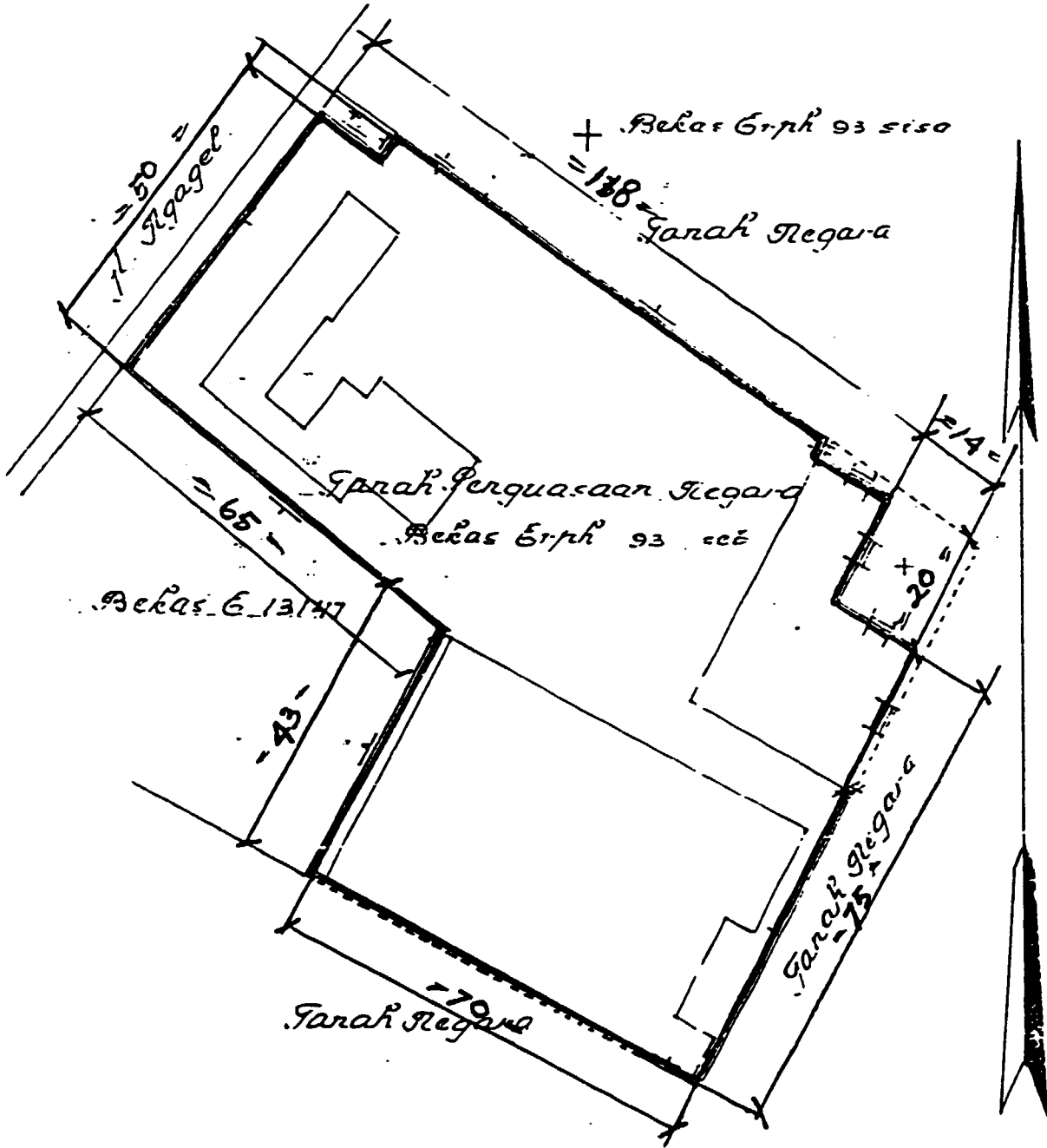
A.D. WALIKOTAMADYA KEPALA DAERAH
TINGKAT II SURABAYA

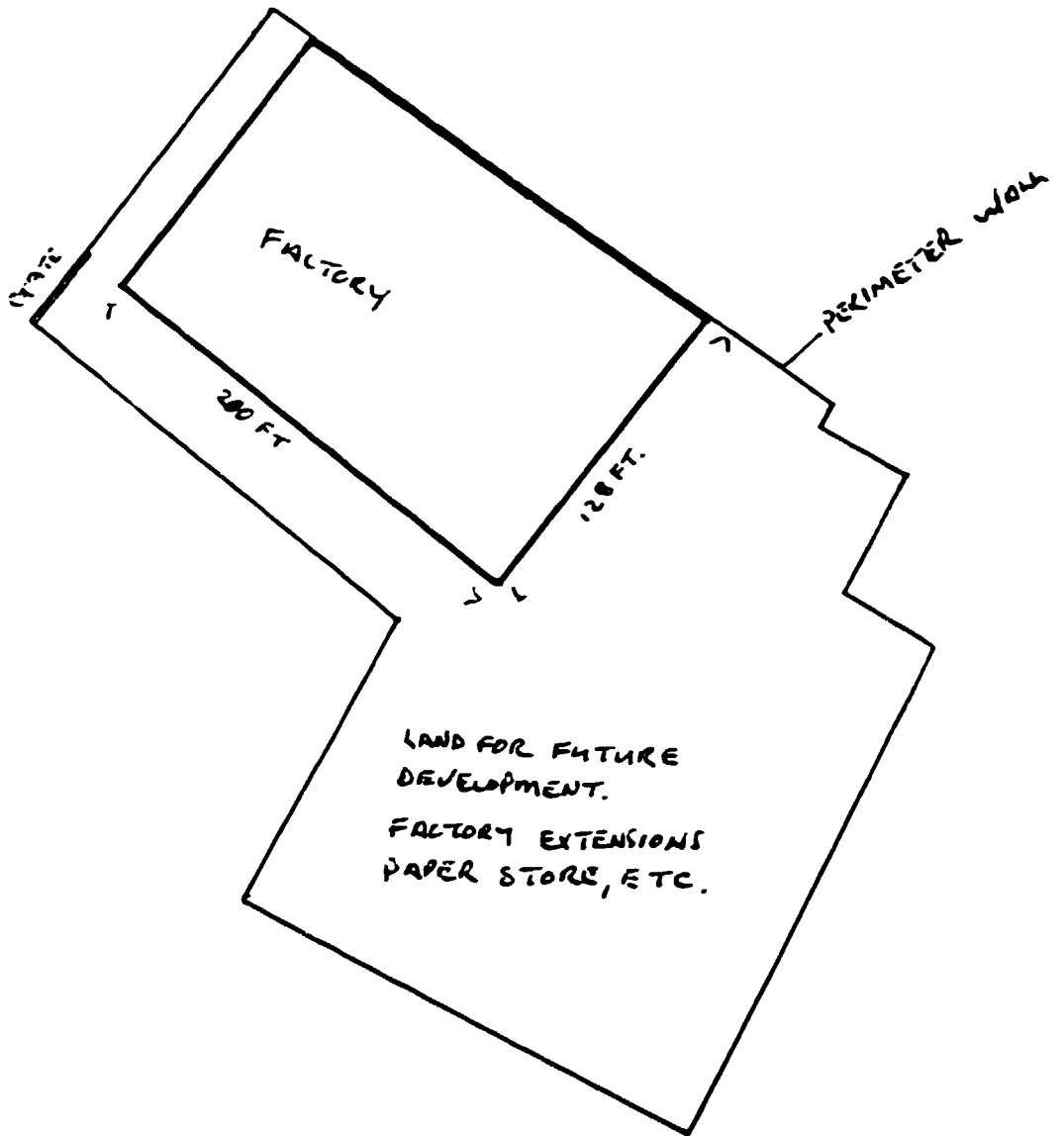
Kepala Kantor Agraria
u.b. Kepala Seksi Pendaftaran Tanah.



(signed)

SOEDJADI B.Sc





file
12

KANTOR AGRARIA

Jalan Krembangan Barat No. 57 — Telp. Pimp. 26567. Staf 22921

SURABAYA

SURAT KETERANGAN PENDAFTARAN TANAH

(Pasal 34 Ayat (I) f.P.P. 10 / 1961)

Nomor : *1680 / 85 - 86*

Yang bertanda tangan dibawah ini, Kepala Kantor Agraria Kotamadya Surabaya menerangkan dari peta-peta dan daftar-daftar Pendaftaran Tanah bahwa.

1. Sebidang tanah terletak di Propinsi : JAWA TIMUR
 Kotamadya : SURABAYA Kecamatan Monchomong
 Kelurahan : Ngagel
 Jalan : Ngagel
2. Peta Pendaftaran Surabaya
 Desa : : Lembar : 26 Kotak : e - 4
 Seksi : :
3. Macam dan nomor hak : Tanah Pengusahaan Negara (Bekas Erfpacht verponding No.93
 sisa)
4. Menurut Surat Hak Tanah : Tanggal 31 Desember 1941 Nomor : 1133
 Buku Tanah :
5. Dabulu tertulis atas nama : **MAJLICOER VERHOEGHSCAP " N.V. BOERTJES SUMATI HANDEL MAATSCHAPPIJ "**
 berkedudukan di Batavia.
6. Surat Ukur : Tanggal 24 Desember 1920 Nomor : 900
 Gambar Situasi :
7. Luasnya : 14.037 .- M²
8. Hal lain - lain : Menjadi tanah Pengusahaan Negara sesuai Keputusan Presiden
 Republik Indonesia No.32 tahun 1979.

SURAT KETERANGAN PENDAFTARAN TANAH INI KHUSUS UNTUK LAMPIRAN PERMOHONAN HAK DAN TIDAK DAPAT DIANGGAP SEBAGAI TANDA BUKTI HAK.

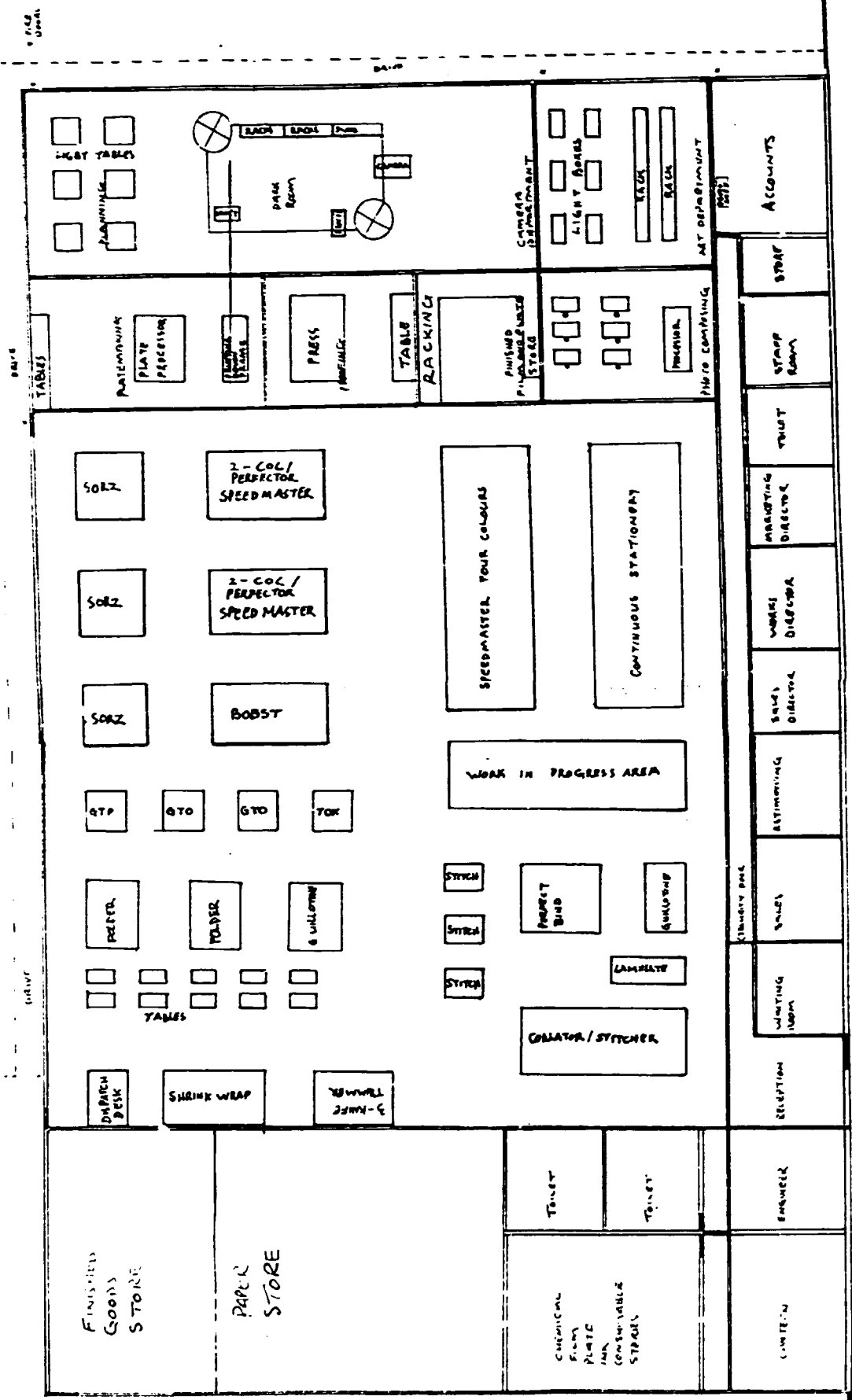
9. Ketentuan khusus : Surat Keterangan Pendaftaran Tanah ini tidak boleh dipergunakan untuk membuat perjanjian jual beli, hibah, tukar menukar, penyerahan, pembebanan hipothik atau credietverband.

Surabaya *24 - 12 - 1985*
 A.n. **W. S. W. W.** KOTAMADYA KEPALA DAERAH
 TINGKAT II SURABAYA
 Kepala Kantor Agraria, 1.
 KANTOR AGRARIA
 SURABAYA
H. SOEBARDI
 Nip. 010034773

Biaya Rp. 1000 .-
 Daftar isian 307 No. *19.9734 / 85 - 86*
 P E M O H O N A N :
 N a m a : Ir. Julisar Rahsan og. PD. Aneka
 : Kimia Prop. Dati I Jatim.
 Alamat : Jl. J. Yani 18 Surabaya.
 Keperluan : Permohonan hak.

5116 AREA COST REPORT
 FAVORABLE COST \$ 1288

0 PLANT AREA
 WITH 2 MILLERS HIGH
 (SEE NOTES)
 AVAILABLE WITH (EXCEPT TUBS)
 REFINISHED SYSTEMS WITH WOODEN
 PARTS FROM REPAIRS QUALITY



CUSTOMER CAR PARK



P.D. ANEKA JASA DAN PERMESINAN

KARTU PESANAN

Tanggal : _____

Pemesan : _____

Alamat : _____

Pesanan : _____

Uraian : _____

Ukuran : _____

Bahan : _____

Jenis Cetakan : _____

Model Film Klise : _____

Penjilidan / penyelesaian : _____

Waktu Pengiriman : _____

Jumlah Pesanan : _____

Catatan : _____

CUSTOMERS LETTER EXAMPLE

Date 00 00 00

Estimate No 000

Dear Sir.

We thank you for your enquiry and have pleasure in submitting the following estimate.

1.	Description	Book
2.	Contents	560 pages text and 4 pages cover
3.	Size	16.5 cm X 23.5 cm finished
4.	Materials	120 gsm mat white text 300 gsm deluxe white 2 sides cover
5.	Method of Printing	4-colour offset process
6.	Origination	Typesetting and artwork by Puri. Separations from film already held by Puri
7.	Binding	Laminate outer covers and Perfect Bind
8.	Quantity	00,000
9.	Delivery	4 weeks after signed proof
10.	Price	00000 Rp.

We hope this estimate meets with your approval and await your following instructions.

Yours faithfully

(Signed)

Mervyn Croft.