

## KOMENTAR DOSEN PENGUJI

Nama Mahasiswa : Fery Firdaus  
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Judul Tugas Akhir : “Usulan Strategi Persaingan di Tingkat Pengecer Dalam Rangka Meningkatkan Penjualan Produk Kapas (Studi Kasus Kapas Merek Panda Di Daerah Pemasaran Bandung)”

Komentar-Komentar Dosen Penguji:

- **Indah Victoria, ST, MT.**
  - Seharusnya hasil penelitian dicantumkan di abstrak.
  - Seharusnya Anda dapat menjelaskan cara menghitung penurunan penjualan di dalam tahun 2006 dengan baik.
  - Penentuan prioritas usulan strategi, seharusnya Anda tuliskan bagaimana cara pikir Anda dalam membuat usulan prioritas (dilaporan, Anda langsung menyebutkan urutan tanpa penjelasan).
  - Sebaiknya judul : Usulan Strategi Pemasaran .... (bukan Usulan Strategi Persaingan). Demikian juga dengan isi di TA. (strategi persaingan, kaitannya dengan strategi sebagai market leader, follower, dll).
- **Yulianti, ST, Mt.**
  - Abstrak dilengkapi dengan usulan strategi.
  - Perbaiki urutan analisis tingkat kepentingan.
  - Lengkapi keterangan flowchart.
  - Perjelas lagi urutan prioritas perbaikan.
- **Melina Hermawan, ST, MT.**
  - % penurunan penjualan ?
  - Abstrak lengkapi dengan hasil penelitian.
  - Perbaiki sub bab 3.3 , 3.7 dan 3.5 serta sub bab 3.12 tujuan penyebaran dan penyebaran kuesioner keseluruhan pengecer kapas yang menjual kapas Panda dengan pesaing utamanya.

## LAMPIRAN I

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- Kuesioner Pendahuluan
- Data Merk Pesaing
- Data Faktor Pertimbangan Pengecer
- Hasil Pengolahan Data *Correspondence Analysis*
- Kuesioner Penelitian
- Analisis Grafik Row and Column Scores
- Tabel Chi Square

## KUESIONER PENDAHULUAN

Kepada Yth,

Bapak/Ibu/Saudara/i responden.

Kuesioner ini dibagikan kepada anda untuk mengetahui faktor - faktor apa saja yang dianggap penting dalam membeli produk *Kapas*..

- I. Pada bagian ini Bpk/Ibu/Sdr/i diminta untuk memberikan jawaban dengan cara memberikan tanda checklist (√) pada kolom dibawah ini.

| No | Faktor - Faktor  | Penting |
|----|--|---------|
| 1  | Image / citra produk di mata masyarakat (Kepercayaan masyarakat terhadap produk yang dibeli)   |         |
| 2  | Kualitas produk  |         |
| 3  | Harga pembelian produk yang murah  |         |
| 4  | Harga pembelian produk dari pengecer ke penjual yang relatif stabil (tidak berubah – ubah)   |         |
| 5  | Potongan harga pada tingkat pemesanan tertentu bagi pengecer   |         |
| 6  | Kemasan menarik  |         |
| 7  | Kecepatan penjualan produk ditangan pengecer   |         |
| 8  | Perolehan keuntungan penjualan produk ditangan pengecer  |         |
| 9  | Seringnya <i>salesman</i> datang berkunjung ke pengecer  |         |
| 10 | Komunikasi <i>salesman</i> mengenai produk yang dijual (pengetahuan <i>salesman</i> tentang produk)  |         |
| 11 | Kemudahan pengecer dalam melakukan pemesanan produk kepada penjual (pemesanan barang yang tidak dibatasi dan berapa pun pemesanan akan dilayani) |         |
| 12 | Ketersediaan produk yang dipesan oleh pengecer   |         |
| 13 | Kebijakan retur produk rusak (pengembalian produk yang rusak)  |         |

II Sebutkan merek-merek kapas yang dijual di toko anda!

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*Terima kasih atas kesediaan Bapak/Ibu/Saudara/i mengisi kuesioner ini.*

Tabel LII.1

Data Merk Pesaing Berdasarkan Hasil Kuesioner Pendahuluan

| Responden    | Merek Kapas |             |             |             |            |            |            |            |            |            |
|--------------|-------------|-------------|-------------|-------------|------------|------------|------------|------------|------------|------------|
|              | Panda       | Astra       | Sweet       | Lestari     | Sariana    | Monalisa   | Nirmala    | Putri Bali | Cinderella | Casanova   |
| 1            | 1           | 1           | 1           | 1           |            |            |            |            |            |            |
| 2            | 1           | 1           | 1           | 1           |            |            |            |            |            |            |
| 3            | 1           | 1           | 1           | 1           | 1          |            |            |            |            |            |
| 4            | 1           | 1           | 1           | 1           |            |            |            | 1          |            |            |
| 5            | 1           | 1           | 1           | 1           |            |            |            | 1          |            |            |
| 6            | 1           | 1           | 1           | 1           |            |            |            | 1          |            |            |
| 7            | 1           | 1           | 1           | 1           |            |            |            |            |            |            |
| 8            | 1           | 1           | 1           | 1           | 1          |            |            |            |            |            |
| 9            | 1           | 1           | 1           | 1           |            |            |            |            |            |            |
| 10           | 1           | 1           | 1           | 1           | 1          |            |            |            |            |            |
| 11           | 1           |             | 1           | 1           |            |            |            |            |            |            |
| 12           | 1           | 1           | 1           | 1           |            |            |            |            |            |            |
| 13           | 1           | 1           | 1           | 1           |            |            |            |            |            |            |
| 14           | 1           | 1           | 1           | 1           |            |            |            |            |            |            |
| 15           | 1           | 1           | 1           | 1           | 1          |            |            |            |            |            |
| 16           | 1           | 1           | 1           | 1           | 1          |            |            |            |            |            |
| 17           | 1           | 1           |             | 1           |            | 1          |            |            |            |            |
| 18           | 1           | 1           | 1           |             |            | 1          |            |            |            |            |
| 19           | 1           | 1           | 1           | 1           |            | 1          |            |            |            |            |
| 20           | 1           | 1           | 1           | 1           |            |            |            |            |            |            |
| 21           | 1           | 1           |             | 1           |            |            | 1          |            |            |            |
| 22           | 1           | 1           | 1           | 1           |            |            |            |            |            |            |
| 23           | 1           | 1           | 1           | 1           | 1          |            |            |            |            |            |
| 24           | 1           | 1           | 1           | 1           | 1          |            |            |            |            |            |
| 25           | 1           |             | 1           | 1           |            |            |            |            |            |            |
| 26           | 1           | 1           | 1           | 1           |            |            |            |            | 1          |            |
| 27           | 1           | 1           | 1           | 1           |            |            | 1          |            |            |            |
| 28           | 1           | 1           | 1           | 1           | 1          |            |            |            |            |            |
| 29           | 1           | 1           | 1           | 1           |            |            | 1          |            |            |            |
| 30           | 1           | 1           | 1           | 1           |            |            |            |            |            | 1          |
| <b>TOTAL</b> | <b>30</b>   | <b>28</b>   | <b>28</b>   | <b>29</b>   | <b>8</b>   | <b>3</b>   | <b>3</b>   | <b>3</b>   | <b>1</b>   | <b>1</b>   |
|              | <b>22.4</b> | <b>20.9</b> | <b>20.9</b> | <b>21.6</b> | <b>6.0</b> | <b>2.2</b> | <b>2.2</b> | <b>2.2</b> | <b>0.7</b> | <b>0.7</b> |

Tabel LII.2

*Data Faktor Pertimbangan Pengecer Berdasarkan Hasil Kuesioner Pendahuluan*

| Resp  | Faktor / Atribut yang menjadi pertimbangan pengecer |     |     |     |     |     |     |     |     |     |     |     |     |
|-------|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|       | 1   | 2   | 3   | 4   | 5   | 6   | 7   | 8   | 9   | 10  | 11  | 12  | 13  |
| 1     | 0   | 1   | 1   | 1   | 1   | 0   | 1   | 1   | 0   | 1   | 1   | 1   | 0   |
| 2     | 1   | 1   | 1   | 0   | 1   | 0   | 1   | 1   | 1   | 1   | 1   | 1   | 1   |
| 3     | 0   | 1   | 1   | 0   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   |
| 4     | 1   | 0   | 1   | 0   | 1   | 1   | 1   | 1   | 1   | 1   | 0   | 0   | 0   |
| 5     | 0   | 0   | 1   | 0   | 0   | 0   | 1   | 1   | 0   | 0   | 1   | 1   | 1   |
| 6     | 0   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 0   |
| 7     | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   |
| 8     | 1   | 1   | 1   | 1   | 1   | 1   | 0   | 0   | 1   | 1   | 1   | 0   | 0   |
| 9     | 0   | 0   | 1   | 0   | 0   | 1   | 1   | 1   | 0   | 0   | 0   | 0   | 1   |
| 10    | 0   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   |
| 11    | 1   | 1   | 1   | 1   | 1   | 1   | 0   | 1   | 1   | 1   | 1   | 1   | 0   |
| 12    | 1   | 1   | 1   | 0   | 0   | 1   | 1   | 1   | 0   | 1   | 0   | 0   | 1   |
| 13    | 1   | 1   | 1   | 1   | 0   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 0   |
| 14    | 1   | 0   | 1   | 1   | 1   | 1   | 0   | 0   | 0   | 0   | 1   | 0   | 1   |
| 15    | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 0   | 0   | 1   | 1   | 1   |
| 16    | 0   | 0   | 1   | 1   | 1   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |
| 17    | 1   | 1   | 1   | 1   | 1   | 1   | 0   | 1   | 1   | 1   | 0   | 0   | 1   |
| 18    | 1   | 1   | 1   | 1   | 1   | 1   | 0   | 1   | 1   | 1   | 1   | 1   | 1   |
| 19    | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   |
| 20    | 1   | 1   | 1   | 1   | 1   | 0   | 0   | 1   | 1   | 1   | 1   | 1   | 1   |
| 21    | 1   | 1   | 1   | 0   | 1   | 1   | 1   | 1   | 1   | 0   | 1   | 0   | 1   |
| 22    | 0   | 0   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 0   | 0   | 1   | 1   |
| 23    | 1   | 0   | 0   | 0   | 1   | 0   | 0   | 1   | 1   | 1   | 1   | 1   | 1   |
| 24    | 0   | 0   | 0   | 1   | 0   | 0   | 0   | 1   | 1   | 0   | 1   | 0   | 0   |
| 25    | 1   | 1   | 1   | 1   | 1   | 0   | 0   | 1   | 1   | 0   | 1   | 1   | 1   |
| 26    | 1   | 1   | 1   | 1   | 1   | 1   | 0   | 0   | 1   | 1   | 0   | 0   | 0   |
| 27    | 1   | 1   | 0   | 0   | 0   | 0   | 0   | 1   | 1   | 0   | 1   | 1   | 1   |
| 28    | 1   | 1   | 1   | 1   | 1   | 1   | 0   | 0   | 1   | 1   | 1   | 1   | 1   |
| 29    | 1   | 1   | 0   | 0   | 1   | 0   | 1   | 1   | 0   | 0   | 0   | 1   | 1   |
| 30    | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 1   | 0   | 0   | 0   | 1   | 1   |
| TOTAL | 7.6   | 8.0 | 9.4 | 7.2 | 8.7 | 7.2 | 6.2 | 9.1 | 7.6 | 6.5 | 7.6 | 7.2 | 7.6 |

Faktor/Atribut yang menjadi pertimbangan pengecer

1. Image / citra produk di mata masyarakat (Kepercayaan masyarakat terhadap produk yang dibeli)
2. Kualitas produk
3. Harga pembelian produk yang murah
4. Harga pembelian produk dari pengecer ke penjual yang relatif stabil (tidak berubah - ubah)
5. Potongan harga pada tingkat pemesanan tertentu bagi pengecer
6. Kemasan menarik
7. Kecepatan penjualan produk ditangan pengecer
8. Perolehan keuntungan penjualan produk ditangan pengecer
9. Seringnya salesman datang berkunjung ke pengecer

10. Komunikasi salesman mengenai produk yang dijual (pengetahuan salesman tentang produk)
11. Kemudahan pengecer dalam melakukan pemesanan produk kepada penjual (pemesanan barang yang tidak dibatasi dan berapa pun pemesanan akan dilayani)
12. Ketersediaan produk yang dipesan oleh pengecer
13. Kebijakan retur produk rusak (pengembalian produk yang rusak)

## Hasil Pengolahan Data *Correspondence Analysis*

A N A C O R  
BY  
DEPARTMENT OF DATA THEORY  
UNIVERSITY OF LEIDEN, THE NETHERLANDS

The table to be analyzed:

|        | 1<br>PANDA | 2<br>SWEET | 3<br>LESTARI | 4<br>ASTRA | Margin  |
|--------|------------|------------|--------------|------------|---------|
| 1      | 168.00     | 83.00      | 43.00        | 126.00     | 420.00  |
| 2      | 155.00     | 87.00      | 47.50        | 139.50     | 429.00  |
| 3      | 45.00      | 168.00     | 127.00       | 84.00      | 424.00  |
| 4      | 45.00      | 168.00     | 127.00       | 84.00      | 424.00  |
| 5      | 42.00      | 102.00     | 108.00       | 168.00     | 420.00  |
| 6      | 126.00     | 84.00      | 43.00        | 168.00     | 421.00  |
| 7      | 155.50     | 84.00      | 50.00        | 139.50     | 429.00  |
| 8      | 123.00     | 58.00      | 75.00        | 165.00     | 421.00  |
| 9      | 106.00     | 99.00      | 166.00       | 47.00      | 418.00  |
| 10     | 90.00      | 111.00     | 167.00       | 51.00      | 419.00  |
| 11     | 138.00     | 59.00      | 102.00       | 121.00     | 420.00  |
| 12     | 100.00     | 67.00      | 136.00       | 117.00     | 420.00  |
| 13     | 90.00      | 118.00     | 46.00        | 165.00     | 419.00  |
| Margin | 1383.50    | 1288.00    | 1237.50      | 1575.00    | 5484.00 |

The Rowprofiles:

|        | 1<br>PANDA | 2<br>SWEET | 3<br>LESTARI | 4<br>ASTRA | Margin |
|--------|------------|------------|--------------|------------|--------|
| 1      | .400       | .198       | .102         | .300       | 1.000  |
| 2      | .361       | .203       | .111         | .325       | 1.000  |
| 3      | .106       | .396       | .300         | .198       | 1.000  |
| 4      | .106       | .396       | .300         | .198       | 1.000  |
| 5      | .100       | .243       | .257         | .400       | 1.000  |
| 6      | .299       | .200       | .102         | .399       | 1.000  |
| 7      | .362       | .196       | .117         | .325       | 1.000  |
| 8      | .292       | .138       | .178         | .392       | 1.000  |
| 9      | .254       | .237       | .397         | .112       | 1.000  |
| 10     | .215       | .265       | .399         | .122       | 1.000  |
| 11     | .329       | .140       | .243         | .288       | 1.000  |
| 12     | .238       | .160       | .324         | .279       | 1.000  |
| 13     | .215       | .282       | .110         | .394       | 1.000  |
| Margin | .252       | .235       | .226         | .287       |        |



## The Columnprofiles:

|        | 1<br>PANDA | 2<br>SWEET | 3<br>LESTARI | 4<br>ASTRA | Margin |
|--------|------------|------------|--------------|------------|--------|
| 1      | .121       | .064       | .035         | .080       | .077   |
| 2      | .112       | .068       | .038         | .089       | .078   |
| 3      | .033       | .130       | .103         | .053       | .077   |
| 4      | .033       | .130       | .103         | .053       | .077   |
| 5      | .030       | .079       | .087         | .107       | .077   |
| 6      | .091       | .065       | .035         | .107       | .077   |
| 7      | .112       | .065       | .040         | .089       | .078   |
| 8      | .089       | .045       | .061         | .105       | .077   |
| 9      | .077       | .077       | .134         | .030       | .076   |
| 10     | .065       | .086       | .135         | .032       | .076   |
| 11     | .100       | .046       | .082         | .077       | .077   |
| 12     | .072       | .052       | .110         | .074       | .077   |
| 13     | .065       | .092       | .037         | .105       | .076   |
| Margin | 1.000      | 1.000      | 1.000        | 1.000      |        |

| Dimension | Singular<br>Value | Inertia | Proportion<br>Explained | Cumulative<br>Proportion |
|-----------|-------------------|---------|-------------------------|--------------------------|
| 1         | .31649            | .10016  | .664                    | .664                     |
| 2         | .18729            | .03508  | .233                    | .897                     |
| 3         | .12488            | .01559  | .103                    | 1.000                    |
| Total     |                   | .15084  | 1.000                   | 1.000                    |

## Row Scores:

| Row | Marginal<br>Profile | Dim   |       |
|-----|---------------------|-------|-------|
|     |                     | 1     | 2     |
| 1   | .077                | -.621 | .244  |
| 2   | .078                | -.567 | .089  |
| 3   | .077                | .775  | -.485 |
| 4   | .077                | .775  | -.485 |
| 5   | .077                | .172  | -.611 |
| 6   | .077                | -.601 | -.241 |
| 7   | .078                | -.564 | .120  |
| 8   | .077                | -.471 | .049  |
| 9   | .076                | .691  | .674  |
| 10  | .076                | .782  | .481  |
| 11  | .077                | -.211 | .475  |
| 12  | .077                | .181  | .349  |
| 13  | .076                | -.325 | -.653 |

Contribution of row points to the inertia of each dimension:

| Row | Marginal<br>Profile | Dim<br>1 | 2     |
|-----|---------------------|----------|-------|
| 1   | .077                | .093     | .024  |
| 2   | .078                | .079     | .003  |
| 3   | .077                | .147     | .097  |
| 4   | .077                | .147     | .097  |
| 5   | .077                | .007     | .153  |
| 6   | .077                | .088     | .024  |
| 7   | .078                | .079     | .006  |
| 8   | .077                | .054     | .001  |
| 9   | .076                | .115     | .185  |
| 10  | .076                | .148     | .095  |
| 11  | .077                | .011     | .092  |
| 12  | .077                | .008     | .050  |
| 13  | .076                | .025     | .174  |
|     |                     | -----    | ----- |
|     |                     | 1.000    | 1.000 |

Contribution of dimensions to the inertia of each row point:

| Row | Marginal<br>Profile | Dim<br>1 | 2    | Total |
|-----|---------------------|----------|------|-------|
| 1   | .077                | .761     | .069 | .831  |
| 2   | .078                | .884     | .013 | .897  |
| 3   | .077                | .769     | .178 | .946  |
| 4   | .077                | .769     | .178 | .946  |
| 5   | .077                | .066     | .496 | .562  |
| 6   | .077                | .913     | .087 | .999  |
| 7   | .078                | .895     | .024 | .919  |
| 8   | .077                | .743     | .005 | .747  |
| 9   | .076                | .638     | .360 | .998  |
| 10  | .076                | .816     | .183 | .998  |
| 11  | .077                | .225     | .678 | .903  |
| 12  | .077                | .152     | .335 | .487  |
| 13  | .076                | .293     | .700 | .993  |

Column Scores:

| Column    | Marginal<br>Profile | Dim<br>1 | 2     |
|-----------|---------------------|----------|-------|
| 1 PANDA   | .252                | -.533    | .526  |
| 2 SWEET   | .235                | .413     | -.455 |
| 3 LESTARI | .226                | .781     | .359  |
| 4 ASTRA   | .287                | -.484    | -.372 |

Contribution of column points to the inertia of each dimension:

| Column    | Marginal<br>Profile | Dim   |       |
|-----------|---------------------|-------|-------|
|           |                     | 1     | 2     |
| 1 PANDA   | .252                | .226  | .373  |
| 2 SWEET   | .235                | .127  | .260  |
| 3 LESTARI | .226                | .435  | .155  |
| 4 ASTRA   | .287                | .212  | .212  |
|           |                     | ----- | ----- |
|           |                     | 1.000 | 1.000 |

Contribution of dimensions to the inertia of each column point:

| Column    | Marginal<br>Profile | Dim  |      | Total |
|-----------|---------------------|------|------|-------|
|           |                     | 1    | 2    |       |
| 1 PANDA   | .252                | .595 | .344 | .939  |
| 2 SWEET   | .235                | .458 | .329 | .787  |
| 3 LESTARI | .226                | .840 | .105 | .945  |
| 4 ASTRA   | .287                | .641 | .224 | .864  |

Variances and Correlation Matrix of the singular values:

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | 1.579E-04 | 1.000                           |       |
| 2   | 1.671E-04 | -.047                           | 1.000 |

Variances and Correlation Matrix of scores of Row 1

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .002      | 1.000                           |       |
| 2   | .009      | .200                            | 1.000 |

Variances and Correlation Matrix of scores of Row 2

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | 8.339E-04 | 1.000                           |       |
| 2   | .004      | .154                            | 1.000 |

Variances and Correlation Matrix of scores of Row 3

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .003      | 1.000                           |       |
| 2   | .006      | .468                            | 1.000 |

Variances and Correlation Matrix of scores of Row 4

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .003      | 1.000                           |       |
| 2   | .006      | .468                            | 1.000 |

Variances and Correlation Matrix of scores of Row 5

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .007      | 1.000                           |       |
| 2   | .018      | .083                            | 1.000 |

Variances and Correlation Matrix of scores of Row 6

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | 7.148E-04 | 1.000                           |       |
| 2   | .001      | -.785                           | 1.000 |

Variances and Correlation Matrix of scores of Row 7

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | 7.442E-04 | 1.000                           |       |
| 2   | .004      | .226                            | 1.000 |

Variances and Correlation Matrix of scores of Row 8

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .002      | 1.000                           |       |
| 2   | .008      | .074                            | 1.000 |

Variances and Correlation Matrix of scores of Row 9

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .004      | 1.000                           |       |
| 2   | .002      | -.786                           | 1.000 |

Variances and Correlation Matrix of scores of Row 10

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .002      | 1.000                           |       |
| 2   | .002      | -.840                           | 1.000 |

Variances and Correlation Matrix of scores of Row 11

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .003      | 1.000                           |       |
| 2   | .002      | .230                            | 1.000 |

Variances and Correlation Matrix of scores of Row 12

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .003      | 1.000                           |       |
| 2   | .011      | -.026                           | 1.000 |

Variances and Correlation Matrix of scores of Row 13

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .004      | 1.000                           |       |
| 2   | .001      | -.453                           | 1.000 |

Variances and Correlation Matrix of scores of Column 1 PANDA

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .003      | 1.000                           |       |
| 2   | .004      | .441                            | 1.000 |

Variances and Correlation Matrix of scores of Column 2 SWEET

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .004      | 1.000                           |       |
| 2   | .009      | .173                            | 1.000 |

Variances and Correlation Matrix of scores of Column 3 LESTARI

| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .002      | 1.000                           |       |
| 2   | .006      | -.448                           | 1.000 |

Variances and Correlation Matrix of scores of Column 4 ASTRA

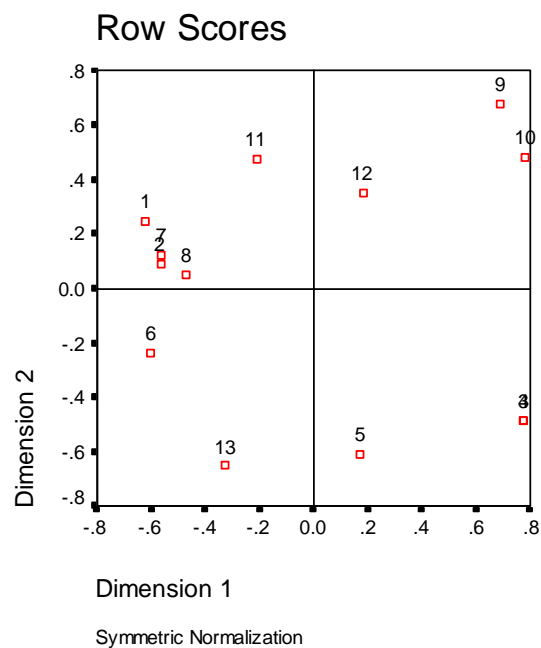
| Dim | Variances | Correlations between dimensions |       |
|-----|-----------|---------------------------------|-------|
| 1   | .002      | 1.000                           |       |
| 2   | .005      | -.320                           | 1.000 |

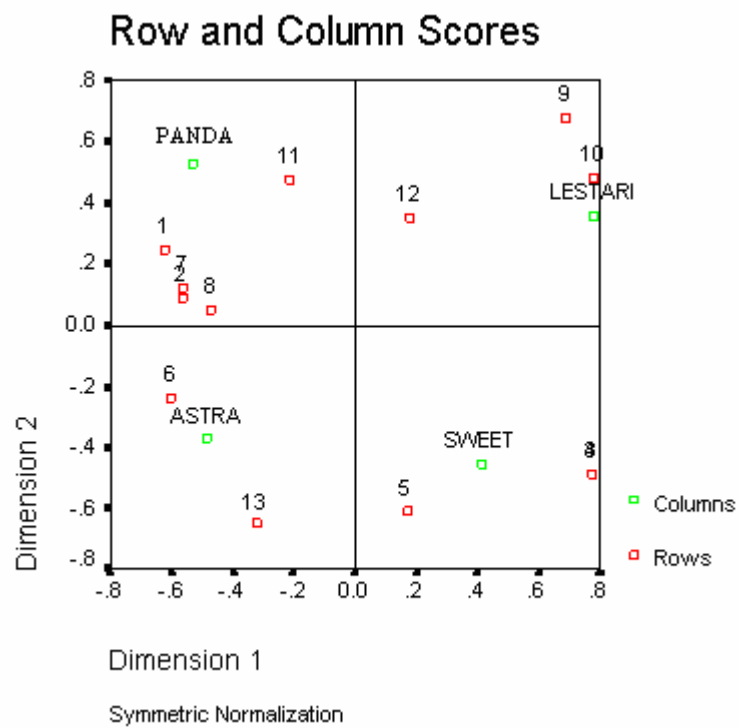
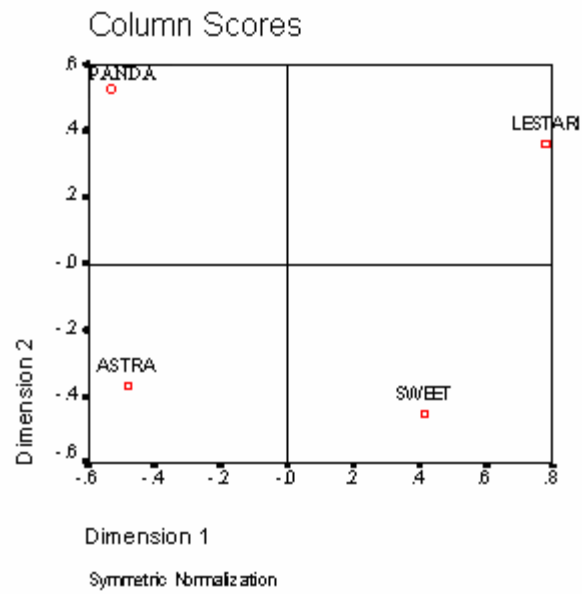
The data-matrix permuted according to the scores in dimension: 1

|        | 1<br>PANDA | 4<br>ASTRA | 2<br>SWEET | 3<br>LESTARI | Margin  |
|--------|------------|------------|------------|--------------|---------|
| 1      | 168.00     | 126.00     | 83.00      | 43.00        | 420.00  |
| 6      | 126.00     | 168.00     | 84.00      | 43.00        | 421.00  |
| 2      | 155.00     | 139.50     | 87.00      | 47.50        | 429.00  |
| 7      | 155.50     | 139.50     | 84.00      | 50.00        | 429.00  |
| 8      | 123.00     | 165.00     | 58.00      | 75.00        | 421.00  |
| 13     | 90.00      | 165.00     | 118.00     | 46.00        | 419.00  |
| 11     | 138.00     | 121.00     | 59.00      | 102.00       | 420.00  |
| 5      | 42.00      | 168.00     | 102.00     | 108.00       | 420.00  |
| 12     | 100.00     | 117.00     | 67.00      | 136.00       | 420.00  |
| 9      | 106.00     | 47.00      | 99.00      | 166.00       | 418.00  |
| 4      | 45.00      | 84.00      | 168.00     | 127.00       | 424.00  |
| 3      | 45.00      | 84.00      | 168.00     | 127.00       | 424.00  |
| 10     | 90.00      | 51.00      | 111.00     | 167.00       | 419.00  |
| Margin | 1383.50    | 1575.00    | 1288.00    | 1237.50      | 5484.00 |

The data-matrix permuted according to the scores in dimension: 2

|        | 2       | 4       | 3       | 1       | Margin  |
|--------|---------|---------|---------|---------|---------|
|        | SWEET   | ASTRA   | LESTARI | PANDA   |         |
| 13     | 118.00  | 165.00  | 46.00   | 90.00   | 419.00  |
| 5      | 102.00  | 168.00  | 108.00  | 42.00   | 420.00  |
| 4      | 168.00  | 84.00   | 127.00  | 45.00   | 424.00  |
| 3      | 168.00  | 84.00   | 127.00  | 45.00   | 424.00  |
| 6      | 84.00   | 168.00  | 43.00   | 126.00  | 421.00  |
| 8      | 58.00   | 165.00  | 75.00   | 123.00  | 421.00  |
| 2      | 87.00   | 139.50  | 47.50   | 155.00  | 429.00  |
| 7      | 84.00   | 139.50  | 50.00   | 155.50  | 429.00  |
| 1      | 83.00   | 126.00  | 43.00   | 168.00  | 420.00  |
| 12     | 67.00   | 117.00  | 136.00  | 100.00  | 420.00  |
| 11     | 59.00   | 121.00  | 102.00  | 138.00  | 420.00  |
| 10     | 111.00  | 51.00   | 167.00  | 90.00   | 419.00  |
| 9      | 99.00   | 47.00   | 166.00  | 106.00  | 418.00  |
| Margin | 1288.00 | 1575.00 | 1237.50 | 1383.50 | 5484.00 |





## Kuesioner Penelitian

Kepada Yth,  
Bapak/Ibu/Sdr/i responden.

Dalam rangka penyusunan Tugas Akhir pada jurusan Teknik Industri di Universitas Kristen Maranatha Bandung, dengan judul "*Usulan Strategi Persaingan Di Tingkat Pengecer Dalam Rangka Meningkatkan Penjualan Produk Kapas (Studi Kasus Kapas Merek Panda Di Daerah Pemasaran Bandung)*". Bapak/Ibu/Sdr/i dimohon kesediaannya untuk mengisi kuesioner penelitian ini sebagai bahan untuk penyelesaian penelitian ini

Akhir kata saya ucapkan terima kasih atas kesediaan Bapak/Ibu/Saudara karena telah bersedia meluangkan waktu untuk mengisi kuesioner ini.

***Jawaban Bapak/Ibu/Sdr/i dijamin kerahasiaannya.***

Hormat Saya,

Fery Firdaus



## Bagian I

### DATA RESPONDEN

#### Petunjuk Pengisian

Berikanlah ranking/peringkat terhadap merek-merek kapas kecantikan yang tertera berdasarkan faktor-faktor yang disebutkan pada tabel dibawah ini. adapun ranking yang diberikan adalah sebagai berikut:

Ranking **1** untuk peringkat merek **terbaik pertama**

Ranking **2** untuk peringkat merek **terbaik kedua**

Ranking **3** untuk peringkat merek **terbaik ketiga**

Ranking **4** untuk peringkat merek **terakhir**

Ranking **0** untuk merek yang **tidak dijual di toko Bapak/Ibu/Saudara/i**

Dibawah ini merupakan faktor – faktor yang dianggap penting bagi pengecer dalam membeli Produk Kapas.

1. Image/citra produk di mata masyarakat (Kepercayaan masyarakat terhadap produk yang dibeli).

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)  
Astra

2. Kualitas produk.

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)  
Astra

3. Harga pembelian produk yang murah dari penjual Kapas.

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)  
Astra

4. Harga pembelian produk dari pengecer ke penjual yang relatif stabil (tidak berubah – ubah).

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)

Astra

5. Potongan Harga pada tingkat pembelian tertentu bagi pengecer

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)

Astra

6. Kemasan produk yang menarik.

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)

Astra

7. Kecepatan penjualan produk ditangan pengecer.

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)

Astra

8. Perolehan keuntungan penjualan produk bagi pengecer.

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)

Astra

9. Seringnya *Salesman* datang berkunjung ke pengecer.

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)

Astra

10. Komunikasi salesman mengenai produk yang dijual (pengetahuan salesman tentang produk).

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)

Astra

11. Kemudahan pengecer dalam melakukan pemesanan produk kepada penjual (pemesanan barang yang tidak dibatasi dan berapa pun pemesanan akan dilayani).

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)

Astra

12. Ketersediaan produk yang dipesan oleh pengecer.

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)

Astra

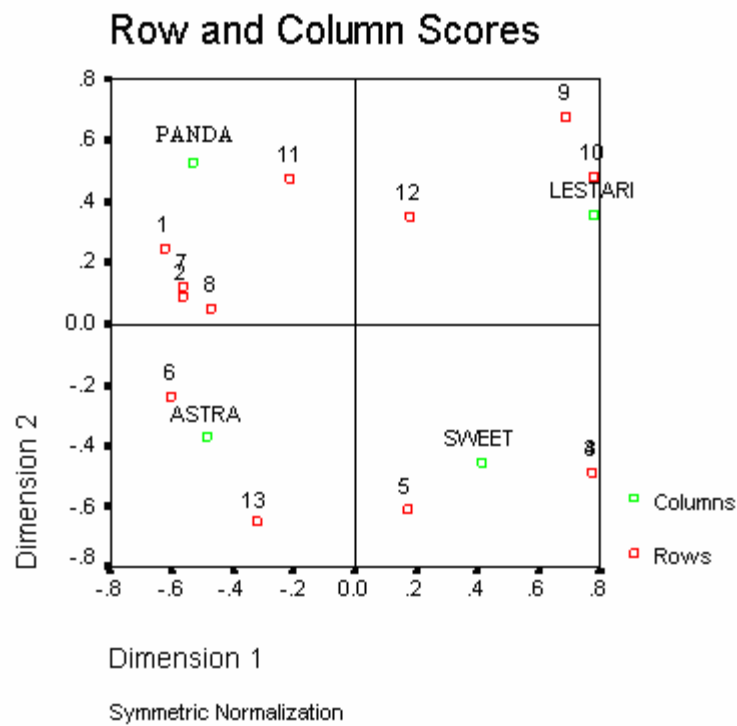
13. Kebijakan retur produk yang rusak (pengembalian produk yang rusak).

(....) Panda            (....) Sweet Grand            (....) Lestari            (....)

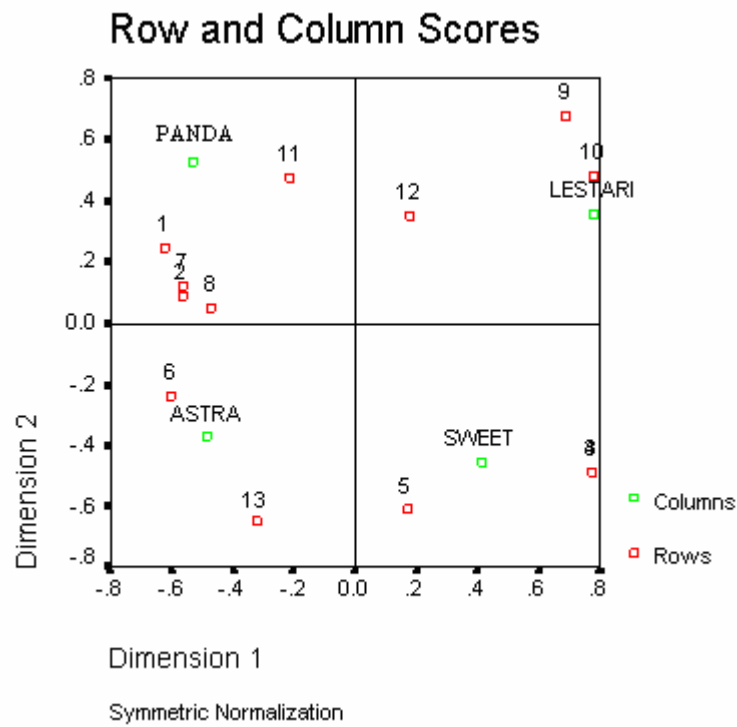
Astra

Analisis Grafik Row and Column Scores berdasarkan peta posisi :

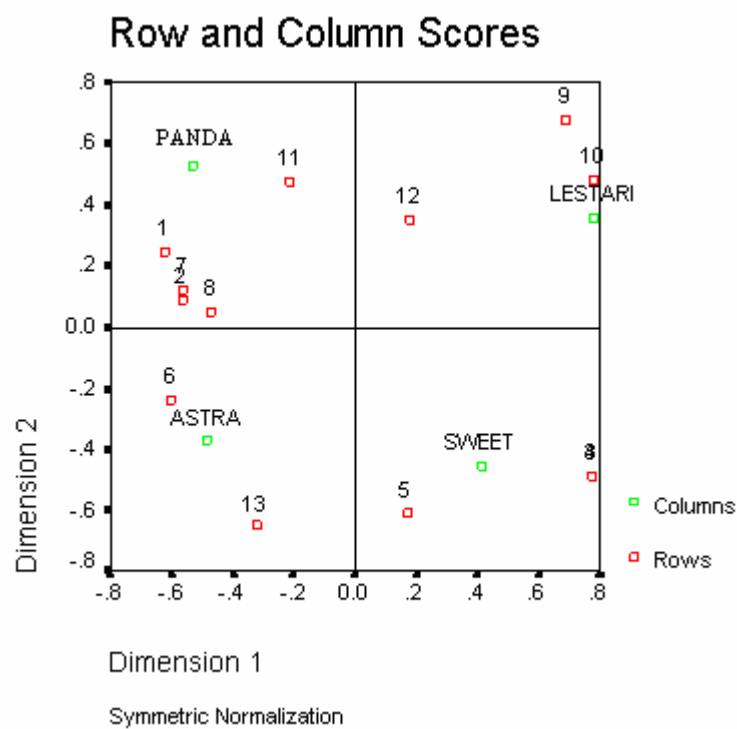
Urutan 2 :



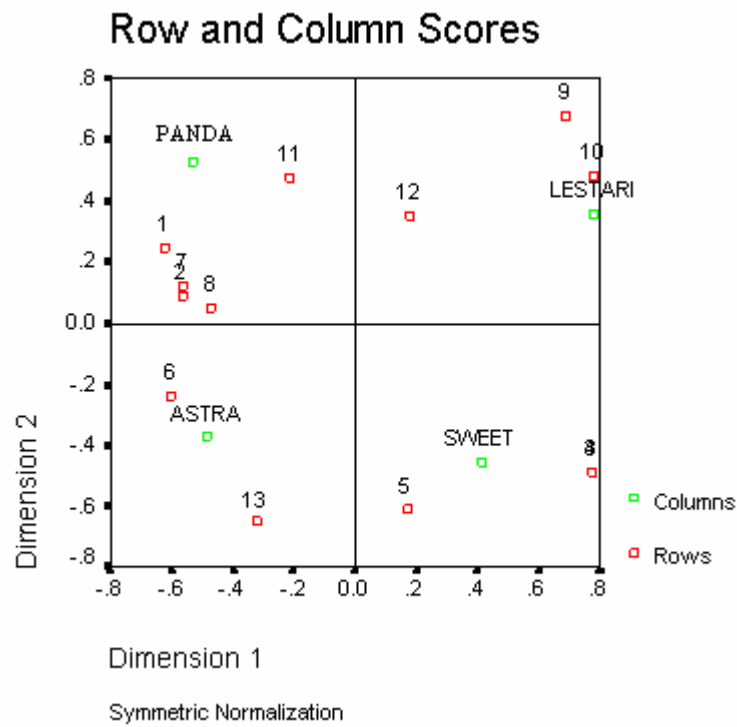
Urutan 3 :



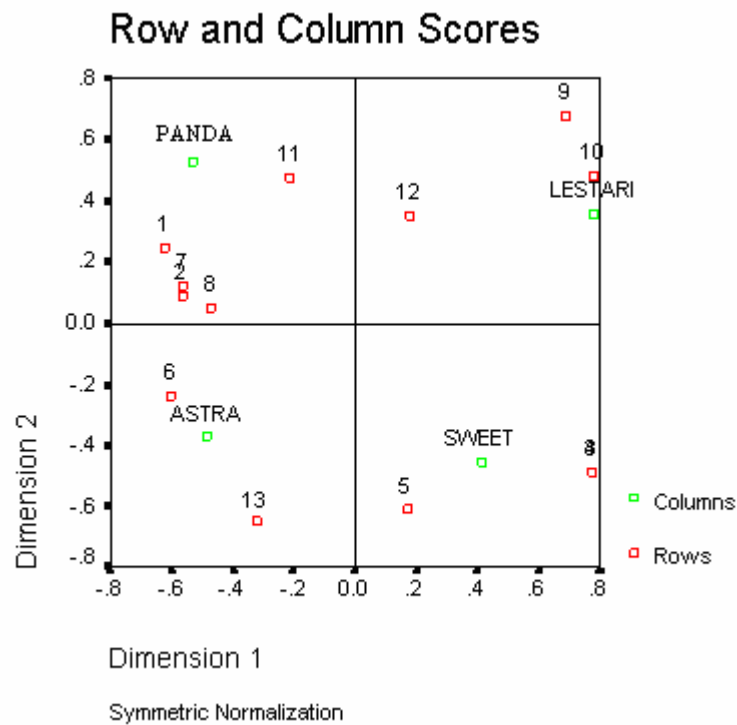
Urutan 4 :



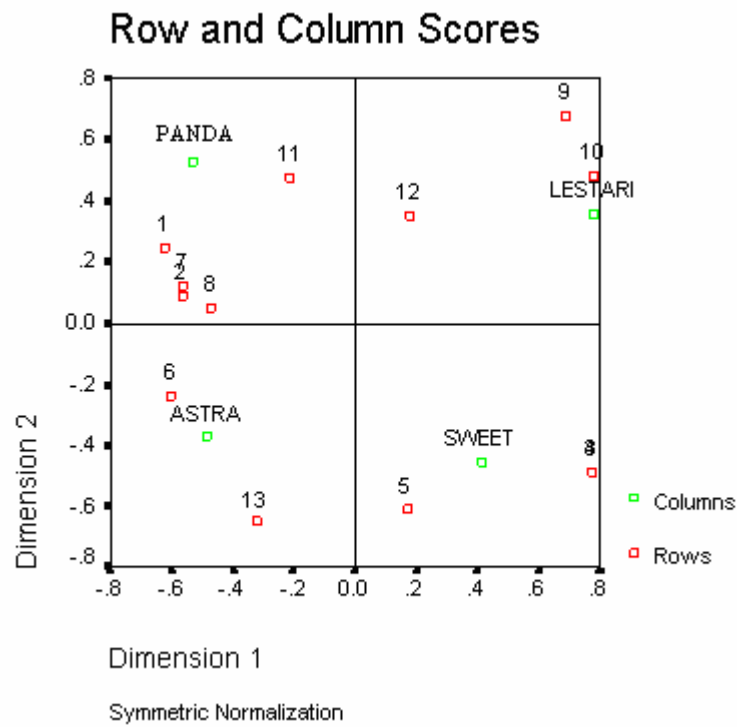
Urutan 5 :



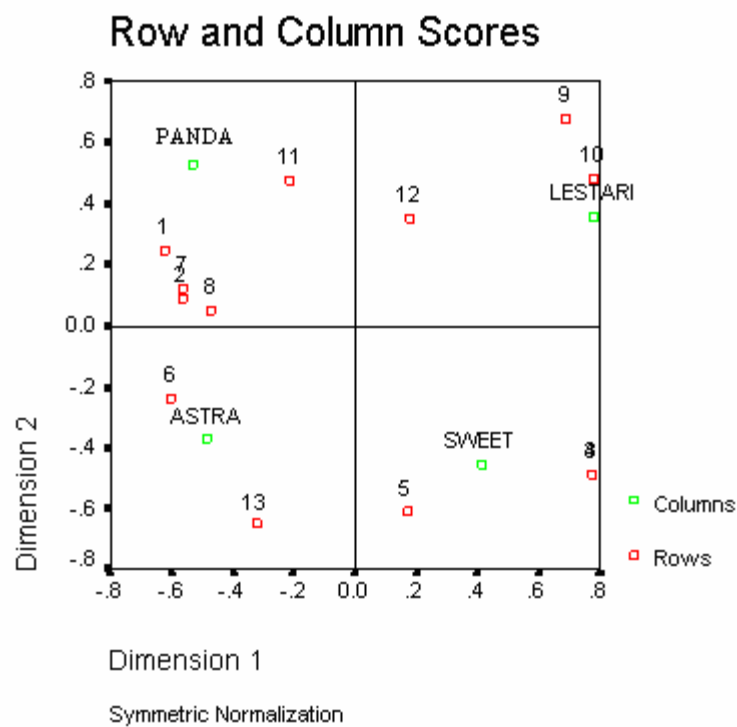
Urutan 6 :



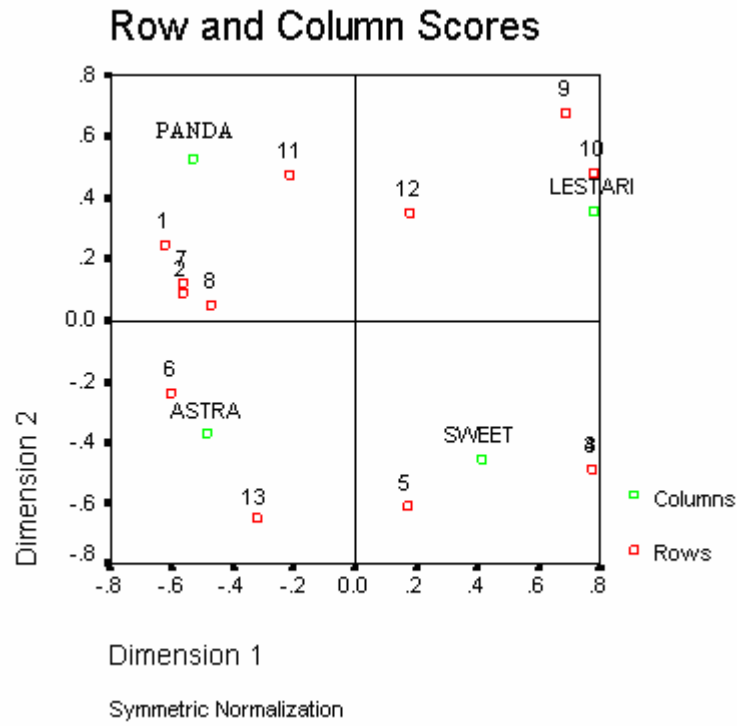
Urutan 7 :



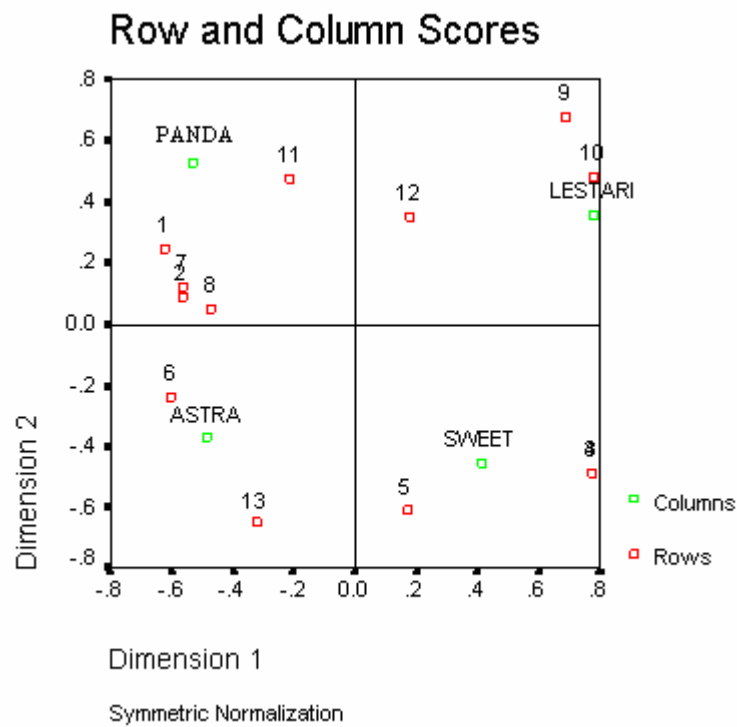
Urutan 8 :



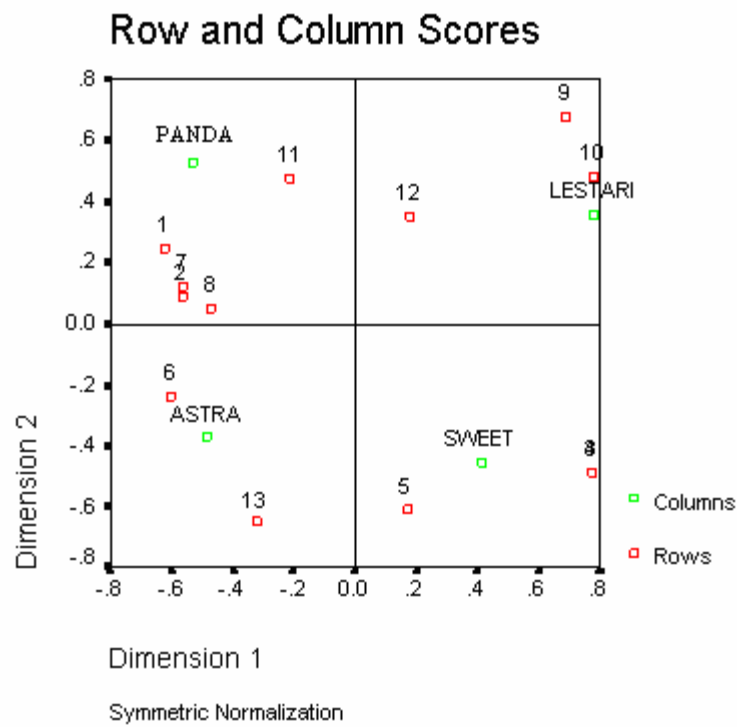
Urutan 9 :



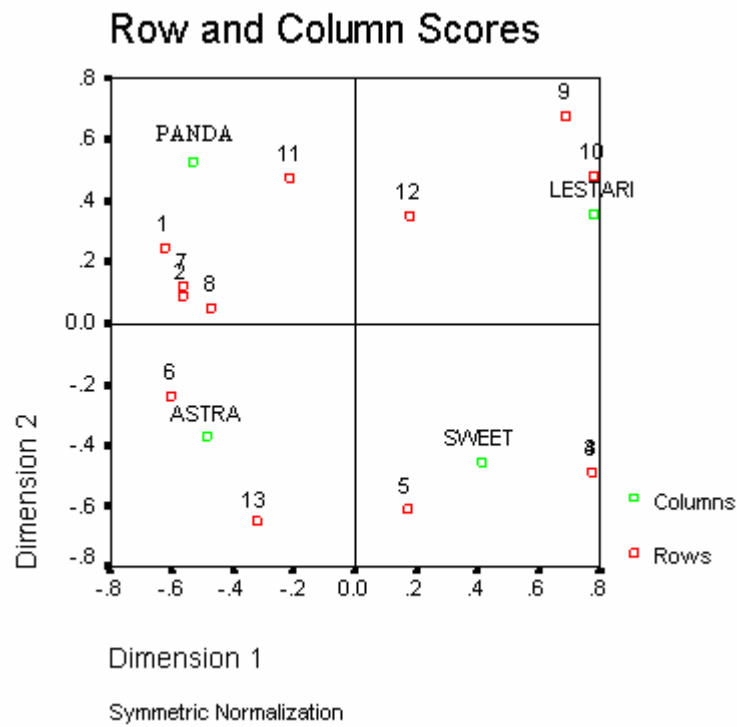
Urutan 10 :



Urutan 11 :

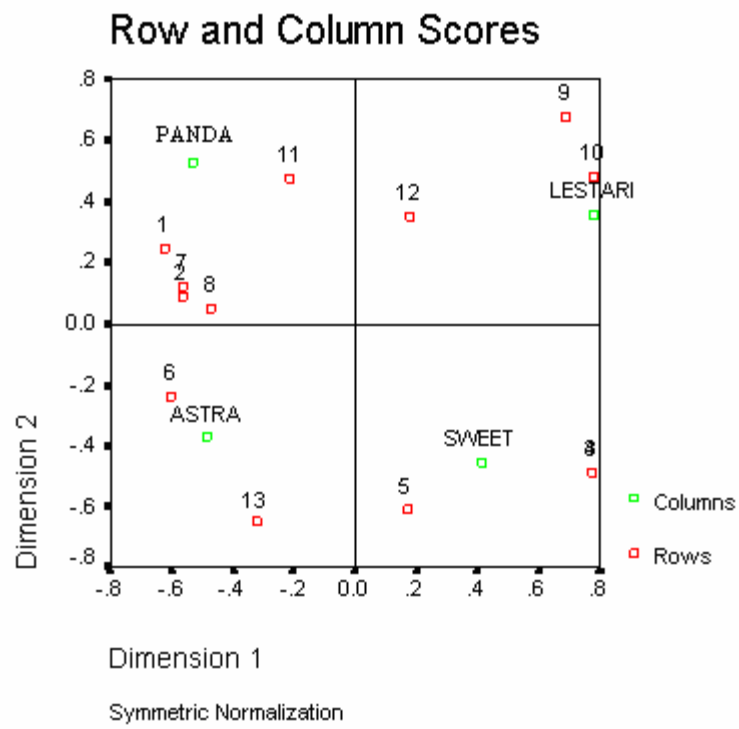


Urutan 12 :



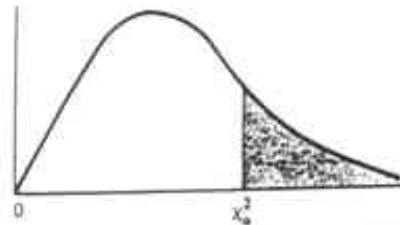


Urutan 13 :



**Tabel Chi Square**

TABEL A-6\*  
Nilai Kritik Sebaran KHi-Kuadrat



| v  | α       |        |         |         |        |        |        |        |
|----|---------|--------|---------|---------|--------|--------|--------|--------|
|    | 0.995   | 0.99   | 0.975   | 0.95    | 0.05   | 0.025  | 0.01   | 0.005  |
| 1  | 0.00393 | 0.0157 | 0.02982 | 0.07393 | 3.841  | 5.024  | 6.635  | 7.879  |
| 2  | 0.0100  | 0.0201 | 0.0506  | 0.103   | 5.991  | 7.378  | 9.210  | 10.597 |
| 3  | 0.0717  | 0.115  | 0.216   | 0.352   | 7.815  | 9.348  | 11.345 | 12.838 |
| 4  | 0.207   | 0.297  | 0.484   | 0.711   | 9.488  | 11.143 | 13.277 | 14.860 |
| 5  | 0.412   | 0.554  | 0.831   | 1.145   | 11.070 | 12.832 | 15.086 | 16.750 |
| 6  | 0.676   | 0.872  | 1.237   | 1.635   | 12.592 | 14.449 | 16.812 | 18.548 |
| 7  | 0.989   | 1.239  | 1.690   | 2.167   | 14.067 | 16.013 | 18.475 | 20.278 |
| 8  | 1.344   | 1.646  | 2.180   | 2.733   | 15.507 | 17.535 | 20.090 | 21.955 |
| 9  | 1.735   | 2.088  | 2.700   | 3.325   | 16.919 | 19.023 | 21.666 | 23.589 |
| 10 | 2.156   | 2.558  | 3.247   | 3.940   | 18.307 | 20.483 | 23.209 | 25.188 |
| 11 | 2.603   | 3.053  | 3.816   | 4.575   | 19.675 | 21.920 | 24.725 | 26.757 |
| 12 | 3.074   | 3.571  | 4.404   | 5.226   | 21.026 | 23.337 | 26.217 | 28.300 |
| 13 | 3.565   | 4.107  | 5.009   | 5.892   | 22.362 | 24.736 | 27.688 | 29.819 |
| 14 | 4.075   | 4.660  | 5.629   | 6.571   | 23.685 | 26.119 | 29.141 | 31.319 |
| 15 | 4.601   | 5.229  | 6.262   | 7.261   | 24.996 | 27.488 | 30.578 | 32.801 |
| 16 | 5.142   | 5.812  | 6.908   | 7.962   | 26.296 | 28.845 | 32.000 | 34.267 |
| 17 | 5.697   | 6.408  | 7.564   | 8.672   | 27.587 | 30.191 | 33.409 | 35.718 |
| 18 | 6.265   | 7.015  | 8.231   | 9.390   | 28.869 | 31.526 | 34.805 | 37.156 |
| 19 | 6.844   | 7.633  | 8.907   | 10.117  | 30.144 | 32.852 | 36.191 | 38.582 |
| 20 | 7.434   | 8.260  | 9.591   | 10.851  | 31.410 | 34.170 | 37.566 | 39.997 |
| 21 | 8.034   | 8.897  | 10.283  | 11.591  | 32.671 | 35.479 | 38.932 | 41.401 |
| 22 | 8.643   | 9.542  | 10.982  | 12.338  | 33.924 | 36.781 | 40.289 | 42.796 |
| 23 | 9.260   | 10.196 | 11.689  | 13.091  | 35.172 | 38.076 | 41.638 | 44.181 |
| 24 | 9.886   | 10.856 | 12.401  | 13.848  | 36.415 | 39.364 | 42.980 | 45.558 |
| 25 | 10.520  | 11.524 | 13.120  | 14.611  | 37.652 | 40.646 | 44.314 | 46.928 |
| 26 | 11.160  | 12.198 | 13.844  | 15.379  | 38.885 | 41.923 | 45.642 | 48.290 |
| 27 | 11.808  | 12.879 | 14.573  | 16.151  | 40.113 | 43.194 | 46.963 | 49.645 |
| 28 | 12.461  | 13.565 | 15.308  | 16.928  | 41.337 | 44.461 | 48.278 | 50.993 |
| 29 | 13.121  | 14.256 | 16.047  | 17.708  | 42.557 | 45.722 | 49.588 | 52.336 |
| 30 | 13.787  | 14.953 | 16.791  | 18.493  | 43.773 | 46.979 | 50.892 | 53.672 |

\*Diringkas dari Tabel 8 *Biometrika Tables for Statisticians*, Vol. I, dengan izin dari E. S. Pearson dan Biometrika Trustees.

Reliability

\*\*\*\*\* Method 1 (space saver) will be used for this analysis  
\*\*\*\*\*

RELIABILITY ANALYSIS - SCALE (ALPHA)  
H A)

Reliability Coefficients

N of Cases = 30.0

N of Items = 13

Alpha = .6306



|     |   |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|---|
| 167 | 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 151 | 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 84  | 4 | 2 | 2 | 2 | 2 | 4 | 3 |
| 84  | 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 85  | 4 | 3 | 2 | 2 | 2 | 4 | 3 |
| 168 | 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 155 | 4 | 3 | 2 | 2 | 2 | 4 | 4 |
| 132 | 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 42  | 4 | 3 | 2 | 2 | 2 | 4 | 3 |
| 42  | 4 | 3 | 2 | 2 | 2 | 4 | 3 |
| 105 | 4 | 3 | 2 | 2 | 2 | 4 | 4 |
| 71  | 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 166 | 4 | 4 | 2 | 2 | 2 | 4 | 3 |
|     | 4 | 4 | 2 | 2 | 2 | 4 | 3 |
|     | 4 | 4 | 2 | 2 | 2 | 4 | 4 |
|     | 4 | 4 | 2 | 2 | 2 | 4 | 3 |
|     | 4 | 3 | 2 | 2 | 2 | 4 | 4 |
|     | 4 | 4 | 2 | 2 | 2 | 4 | 3 |
|     | 4 | 3 | 2 | 2 | 2 | 4 | 4 |

|   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
| 4 | 4 | 2 | 2 | 2 | 4 | 3 |
| 4 | 3 | 2 | 2 | 2 | 4 | 4 |
| 4 | 3 | 2 | 2 | 2 | 4 | 4 |
| 4 | 3 | 2 | 2 | 2 | 4 | 4 |
| 4 | 3 | 2 | 2 | 2 | 4 | 4 |
| 4 | 4 | 2 | 2 | 2 | 4 | 2 |
| 4 | 3 | 2 | 2 | 2 | 4 | 4 |
| 4 | 3 | 2 | 2 | 2 | 4 | 4 |
| 4 | 2 | 2 | 2 | 2 | 4 | 4 |
| 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 4 | 4 | 2 | 2 | 2 | 4 | 3 |
| 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 4 | 4 | 2 | 2 | 3 | 4 | 4 |
| 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 3 | 4 | 2 | 2 | 2 | 4 | 4 |
| 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 4 | 4 | 2 | 2 | 2 | 4 | 4 |
| 4 | 4 | 2 | 2 | 2 | 4 | 3 |
| 4 | 4 | 2 | 2 | 2 | 4 | 4 |

167      151      84      84      85      168      155

| No | Faktor/Atribut                   |
|----|----------------------------------|
| 3  | Harga Pembelian Murah            |
| 8  | Perolehan Keuntungan Penjualan   |
| 5  | Potongan Harga                   |
| 9  | Seringnya <i>Salesman</i> Datang |
| 13 | Kebijakan Retur Produk Rusak     |
| 4  | Harga Stabil                     |
| 6  | Kemasan Menarik                  |
| 12 | Ketersediaan Produk              |
| 2  | Kualitas Produk                  |
| 1  | Image/Citra Produk               |
| 11 | Kemudahan Pemesanan              |
| 10 | Komunikasi <i>salesman</i>       |
| 7  | Kecepatan Penjualan              |

|   |   |   |   |
|---|---|---|---|
| 2 | 1 | 1 | 4 |
| 2 | 1 | 1 | 4 |
| 2 | 1 | 1 | 4 |
| 2 | 1 | 1 | 4 |
| 2 | 1 | 1 | 3 |
| 4 | 1 | 1 | 1 |
| 3 | 1 | 1 | 4 |
| 2 | 1 | 1 | 2 |
| 3 | 1 | 1 | 3 |
| 3 | 1 | 1 | 3 |
| 3 | 1 | 1 | 1 |
| 2 | 1 | 1 | 1 |
| 4 | 1 | 1 | 3 |
| 3 | 1 | 1 | 3 |
| 2 | 1 | 1 | 1 |
| 4 | 1 | 1 | 3 |
| 3 | 1 | 1 | 1 |
| 2 | 1 | 1 | 2 |
| 3 | 1 | 1 | 3 |



|   |   |   |   |
|---|---|---|---|
| 4 | 1 | 1 | 2 |
| 3 | 1 | 1 | 2 |
| 3 | 1 | 1 | 1 |
| 4 | 1 | 1 | 1 |
| 3 | 1 | 1 | 4 |
| 3 | 1 | 1 | 1 |
| 4 | 1 | 1 | 1 |
| 3 | 1 | 1 | 3 |
| 3 | 1 | 1 | 3 |
| 4 | 1 | 1 | 2 |
| 4 | 1 | 1 | 3 |
| 3 | 1 | 1 | 3 |
| 4 | 1 | 1 | 3 |
| 4 | 1 | 1 | 3 |
| 4 | 1 | 1 | 3 |
| 4 | 1 | 1 | 3 |
| 3 | 1 | 1 | 1 |
| 4 | 1 | 1 | 1 |
| 2 | 1 | 1 | 4 |
| 4 | 1 | 1 | 2 |
| 4 | 1 | 1 | 3 |
| 3 | 1 | 1 | 3 |
| 4 | 1 | 1 | 3 |

132

42

42

105

### Ringkasan Strategi

Menurunkan harga jual kapas Panda

Menurunkan harga untuk tingkat pengecer, memberikan bonus, memberikan discount bagi pengecer.

Memberi potongan harga untuk pembelian dalam jumlah banyak

*Salesman* Panda harus lebih rutin dari biasanya mengunjungi pengecer untuk dapat terus melakukan penjualan produk dan menghindari kerugian yang disebabkan oleh kehilangan konsumen.

Perusahaan harus lebih memperhatikan kebijakan untuk pengembalian produk yang rusak yaitu dengan cara bersedia mengganti produk yang rusak dengan tenggang waktu tertentu. Agar perusahaan mendapat nilai tambah dari pengecer dan meningkatkan kepercayaan pengecer terhadap perusahaan

Mengurangi frekuensi kenaikan harga

Perusahaan harus lebih kreatif dalam membuat kemasan sehingga kemasan tersebut disukai oleh konsumen.

Menjamin ketersediaan produk pada saat ada pesanan.

Tetap menggunakan kapas berkualitas tinggi sebagai bahan dasar kapas Panda, tidak menggunakan bahan kimia yang berbahaya dalam proses pembuatan, Higienis dalam proses pembuatan

Lebih gencar dalam mempromosikan kapas Panda sebagai kapas yang berkualitas tinggi kepada pengecer, sehingga pengecer memiliki kepercayaan yang tinggi terhadap produk tersebut.

Memperbanyak frekuensi kedatangan *salesman*, *salesman* membawa stock pada saat berkunjung ke pengecer.

Memberikan pelatihan pada tenaga penjualan (*salesman*) sehingga mereka mampu berkomunikasi dengan baik serta mampu membina hubungan yang erat dengan pengecer.

Mempertahankan dan meningkatkan mutu produk



|   |
|---|
| 4 |
| 4 |
| 4 |
| 4 |
| 4 |
| 4 |
| 4 |
| 4 |
| 4 |
| 4 |
| 4 |
| 4 |
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| 2 | 1 | 3 | 3 | 1 | 1 | 1 | 1 | 4 |
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| 2 | 1 | 3 | 3 | 1 | 1 | 2 | 1 | 4 |
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| 2 | 1 | 3 | 3 | 1 | 1 | 1 | 1 | 4 |
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| 2 | 1 | 3 | 3 | 1 | 1 | 1 | 1 | 4 |
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| 2 | 1 | 3 | 3 | 1 | 1 | 2 | 1 | 4 |
| 2 | 1 | 3 | 3 | 1 | 1 | 2 | 1 | 4 |
| 2 | 2 | 3 | 3 | 1 | 1 | 1 | 1 | 4 |
| 2 | 2 | 3 | 3 | 1 | 1 | 2 | 1 | 4 |
| 2 | 1 | 3 | 3 | 1 | 1 | 2 | 2 | 4 |
| 2 | 1 | 3 | 3 | 1 | 1 | 1 | 1 | 4 |
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| 2 | 1 | 3 | 3 | 1 | 1 | 1 | 1 | 4 |
| 2 | 2 | 3 | 3 | 1 | 1 | 2 | 1 | 3 |
| 2 | 2 | 3 | 3 | 1 | 1 | 1 | 1 | 4 |
| 2 | 2 | 3 | 3 | 1 | 1 | 2 | 1 | 3 |
| 2 | 2 | 3 | 3 | 1 | 1 | 2 | 1 | 3 |
| 2 | 2 | 3 | 3 | 1 | 1 | 2 | 1 | 4 |
| 2 | 2 | 3 | 3 | 1 | 1 | 2 | 1 | 4 |

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| 4 | 2 | 1 | 1 |
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| 4 | 3 | 2 | 1 |
| 4 | 1 | 2 | 1 |
| 4 | 2 | 1 | 1 |
| 4 | 4 | 4 | 1 |
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| 4 | 3 | 2 | 1 |
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| 2 | 3 | 3 | 1 |
| 3 | 2 | 2 | 1 |
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