



## PT PANTJA MOTOR

Sole Agent

Jl. Gaya Motor III No. 5, Sunter II,  
Jakarta 14350 - Indonesia,  
Telp.: (021) 6501000, Fax: (021) 6511354

**FSM/210-071**

October 7, 2002

**Mr. Jeff Davidson, MBA, CMC**

Breathing Space Institute  
2417 Honeysuckle Road, #2A  
Chapel Hill NC 27514-6819  
USA

**Dear Mr. Davidson,**

I would like to thank you for your inspiring workshop held in Singapore two weeks ago. I have been back to my routine again, but with more confidence in dealing with the change management project that I shared earlier in the classroom.

I have reported to my President Director, also to the Group CEO of Astra Motor III as well as to the Chief of Corporate HRD of PT Astra International Tbk. that I learned a lot in this workshop and I am taking the Isuzu business-restructuring project (a merger of 5 companies) as my personal target in organizational change management.

I have updated my team, and now we are preparing our study step by step using the management tools that we have.

- We agreed to at first revisit our previous asset light growth study (Mc Kinsey) especially the business flow, value chain and business theme parts; we must review also our strategic plan for the next five years.

For your information we have just undergone our industry assessment; PEST environmental analysis, Porter 5 forces (industry structure) analysis, strategic mapping of close competitors, customer profiling and company assessment; value chain, SWOT analysis, and competitive benchmarking.

- Secondly we have to list down all the functions that should ideally be in place and try to draw a model organization structure. After that we can compare the current existing organization with the ideal one. Try to eliminate all the duplicating functions when merged. Later we have to make the decision on regrouping the functions as necessary and prepare the new organization structure of PT Pantja Motor. Benchmarking and best practice sharing will help identifying which area of improvements needs to be taken care of.