

ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT TO BUILD COMPETITIVE ADVANTAGE RENOVATIO COMPANIES

Trisno Raharjo¹, Tina Melinda²

Ciputra University
INDONESIA

Emails: ¹blacknwhite_24@hotmail.com, ²tina.melinda@ciputra.ac.id

ABSTRACT

Analysis of internal and external environment renovatio companies aim to determine the competitive strategy and analyze, the situation of the company in business development and provide benefits in the enterprise.

Analysis data from this study done by the analysis of every aspect studies were aspects of the internal environment, external marketing aspect, operational aspect, financial and human resources.

While the internal environment factor is done by analyzing the five factor model, that include the threat of force new entrants, bargaining power of suppliers, bargaining power of purchasing, the threat of substitute products, and intensity of industry competition.

Through the analysis above, will determine the Renovatio company's competitive strategy.

Keywords : Competitive advantage, Business Development, Analysis

INTRODUCTION

Where in these days many companies are emerging from companies small, medium and large that began to grow rapidly and start the competition with a rigorous, both in the sectors of clothing, food and shelter. In development in Indonesia, a company engaged in the field of interior or furniture is very promising because it is motivated by the development in various cities and regions that are so rapidly in the eastern Kalimantan, especially in Samarinda.

Lapangan Usaha	Atas Dasar Harga Berlaku (triliun Rupiah)			Atas Dasar Harga Konstan 2000 (triliun Rupiah)			Laju Pertumbuhan 2013	Sumber Pertumbuhan 2013
	2011	2012	2013	2011	2012	2013	(persen)	(persen)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1. Pertanian, Peternakan, Kehutanan, dan Perikanan	1 091,4	1 193,5	1 311,0	315,0	328,3	339,9	3,54	0,45
2. Pertambangan dan Penggalian	877,0	970,8	1 020,8	190,1	193,1	195,7	1,34	0,10
3. Industri Pengolahan	1 806,1	1 972,5	2 152,6	633,8	670,2	707,5	5,56	1,42
4. Listrik, Gas dan Air Bersih	55,9	62,2	70,1	18,9	20,1	21,2	5,58	0,04
5. Konstruksi	753,6	844,1	907,3	159,1	170,9	182,1	6,57	0,43
6. Perdagangan, Hotel, dan Restoran	1 023,7	1 148,7	1 301,5	437,5	473,1	501,2	5,93	1,07
7. Pengangkutan dan Komunikasi	491,3	549,1	636,9	241,3	265,4	292,4	10,19	1,03
8. Keuangan, Real Estat, dan Jasa Perusahaan	535,2	598,5	683,0	236,2	253,0	272,1	7,56	0,73
9. Jasa-jasa	785,0	890,0	1 000,8	232,7	244,8	258,2	5,46	0,51
Produk Domestik Bruto (PDB)	7 419,2	8 229,4	9 084,0	2 464,6	2 618,9	2 770,3	5,78	5,78
PDB Tanpa Migas	6 795,9	7 588,3	8 416,0	2 322,7	2 481,8	2 637,0	6,25	-

Indonesia's economy in 2013 grew by 5.78 percent from the year 2012, in which all economic sectors experienced growth. The highest growth occurred in the transport and communications sector, which reached 10.19 percent, followed by the financial sector, real estate, and business services 7.56 percent, 6.57 percent in the Construction Sector, Sector trade, Hotels and Restaurants 5.93 percent, Electricity Sector, Gas and Water Supply 5.58 percent, 5.56 percent management Industry sector, services sector 5.46 percent, 3.54 percent and the agricultural sector Mining and Quarrying sector 1.34 percent. Growth of non-oil GDP in 2013 reached 6.25 percent berate higher than GDP growth.

Tahun	Nilai Ekspor Furniture
2008	90 milyar
2009	96 milyar
2010	107 milyar
2011	113,42 milyar
2012	115,68 milyar

shows that Demand furniture goods continue to increase from year to year, which shows that the industry in this field is quite Promises. The largest importer country today is the United States, Germany, China, France and UK.

The first study conducted by Rachmawati (2011) with the title of "the role of the marketing mix and strategy to increase sales (a review of the restaurant business)",. This research uses descriptive research design. This study aimed to obtain descriptive purposes regarding marketing mix patterns and strategies that will be applied to increasing sales in the restaurant business. Results of this study concluded that if the employer has a workable marketing strategy in marketing their products. One of them form a strategy that is able to support the marketing of a product in order to create customer loyalty is to use the right strategy for the company's progress.

Research Titled "The internationalization of small game development companies: evidence from Poland and Hungary" Written by Cunningham, loaned and Ibbotson (2012). The objective

of the study was to investigate the husband of international strategy development Small game development company in Hungary. The sample used is some game company in Poland and Hungary The status of SMEs, the Performance Management The independent game developers and Active hearts international World. USING husband qualitative research method, where the Company identified from online search, then the secondary information is researched ON EACH Operating Company through depth interview, hearts Frame ISSUES FOR highlight relates WITH internationalization / growth. Results Of Research shows that the initials Small game developer in Poland and Hungary did internationalization WITH FAST, despite the limited resources are the key to their success is the importance of the value chain, Relationships and the Company's ability to utilize the resources / Knowledge Yang has.

The study, written by McGuinness and Hutchnison (2013) with the title "Utilizing Product Knowledge" aims to show how the product knowledge is used and how it can enhance the competitive advantage for retail companies. The samples used were 30 in-depth interviews were conducted over a period of six buan supported by the observation data collection and documentation. This study was using purposive sampling, and in-depth interviews to the managers of retail companies were selected as key information for the study. Results from this study is the importance of product strategy and effective resources untkk help achieve competitive advantage. Contributions in the can that is by collecting the interviews are then the company is able to implement strategies to satisfy their customers.

Analysis of the internal environment is the process of analyzing the strengths and weaknesses of the company (Marcus , 2009) . This is important so that the company can highlight the strengths and reduce weaknesses , so that the company can develop appropriate strategies to achieve corporate objectives .

The financial aspect is an aspect that can determine the readiness of the company in terms of capital which will be used to run a business and aims to determine whether the business is run can provide a rate of return that is favorable or not (Suliyanto 2010, P184) .

The financial aspect is an aspect that is used in assessing the company's overall financial situation , the assessment includes sources of funding will be obtained , the need for investment costs , income and investment assessment criteria that will be used in the assessment of the ability of the company (Ross , et . Al . , 2010, P8)

Functions of production and operations consists of activities that transform inputs into duty goods or services . Manufacturing operations to change or transform inputs such as raw materials , labor , capital , machinery and facilities into final goods and services. Production and operations represent the majority of assets and human resources and capital in a company . In many industries , the highest costs are allocated in operation , which means production and operations play a big role , a competitive weapon in the company's strategy could otherwise be a success or failure of a company , strengths and weaknesses in the five production function determines the success or failure of a company (David , 2011. P . 140

According Tjiptono and Chandra (2013 , P. 5) , marketing is the activity , set of institutions , and the process of creating , communicating , delivering and exchanging bid (offerings) of value for customers , clients , partners and the general public

Analysis of the external environment by Marcus (2009) states a strategist (owner of the company) must observe the external environment the company to obtain as much information as possible , analyze and use it in making decisions. Where thus , the external environment analysis is the process of analyzing the factors beyond the company's control that can affect the choice of direction and action , organizational structure and internal processes of the company.

To analyze the external environment has several strategies or tools that can be used one of them is Porter's five forces or the five forces , where the tools for analyzing the environment is often used . According to David (2011) , Porter 's 5 forces or 5 strength Porter , is an analysis that is often used for the development of strategies in the industry

According Mcihael Porter (2012 , P. 39) , there are two fundamental issues that will determine stratfegi competing companies . The first is the attractiveness of the industry shown by the long-term industry profitability . Second , the analysis of the various factors that will enentukan the company 's competitive position in the industry .

RESEARCH METHODS

In accordance Maholtra in Umar (2010, P. 7), is included in applied research action research, the primary objective is to assist management in decision making, namely 1) identify the problem, 2) troubleshooting. The paradigm used is Post-positivistic or known by the term qualitative

According to the Son (2013, P. 57), the paradigm of qualitative research with researchers may have involvement, togetherness and communication with the object of research that is not objectivity is sought but intersubjectivity, that subjectivity is validated oleh similarities were found on more than one outcome.

In qualitative research, the researcher is the main instrument to collect data. According to Lofland in Wirawan (2011: 154-155), there are four elements that must be met in the crawl of data: (1) the researcher should be as close as possible to the people and situations that are being studied; (2) the researcher must capture the facts; (3) qualitative data contains mostly pure descriptions of people, activities and interactions; (4) The qualitative data consisted of direct quotes from people, including what they say and what they write. Researchers concluded and attach duty.

The sampling will be a resource in this research requires a sample that has information that can only be obtained from certain sources are selected according to considerations of researchers, thus yepat sampling method used is nonprobability sampling, that judgment sampling (Umar, Umar 2010: 75). Supporting data were obtained from previous studies (journal article), theory and statistics, and official government sites.

DISCUSSION

Renovatio is a start -up company that has been established since 2013 and is engaged in the service of interior and furniture . The products we offer are the workmanship of furniture with a customized system or pengerjaam conducted if there are reservations , the furniture is done is not only made of wood but has some elements such as glass , mirror , iron and others .

The company is precisely formed on October 10, 2013 and until today the company Renovatio masi survive and continue to develop its wings . Which is where the company was founded by Trisno Raharjo and colleagues named Alvin Gunawan . The vision of this company that is becoming a company capable of providing satisfaction and pride to customers is a top priority of the company, which would give priority to skilled workers and quality materials.

Faktor Eksternal	Keterangan	Kode	Modus
Potensi Pembeli	Peluang Usaha di bidang interior baik dan diperlukan Client Kurang suka berganti-ganti meubel	K1O1, K1O2, K2O2, K3O1, A1O1, A1O2, A1O1 K2T1	7 1
Persaingan tidak langsung	Belum banyak jasa interior Memiliki kesamaan pengerjaan dengan interior lain dan sudah memiliki client tetap	K2O3, A2O2 P1T1, P2T1, P2T2, A1T3, A2T1	2 5
Alternatif Pemasok	Ada beberapa altarnatif	Q1O2, Q2O2	2

	pemasok		
Kelangkaan Bahan	Banyaknya bahan yang sering kosong	P2T3, Q1T1, Q2T1, Q3T1	3 1
Permodalan	Permodalan untuk swasta masih mudah Permodalan untuk pemerintahan harus membutuhkan modal yang besar dan biaya pembuatan showroom yang cukup besar	A1O4	1
		A1T2, A2T3	2
Pengembangan Produk	Untuk model desain yang bervariasi dan melebarkan sayap ke luar kota samarinda	K2O1, A1O5, A2O3	3
Pola Konsumsi masyarakat	Peluang masih cukup terbuka Kepribadian masyarakat yang berbeda-beda	P1O1	1
		A2T2	1
Efektivitas Promosi	Promosi di kota kecil dari mulut ke mulut	A1O3, A2O4	2

Interior is an industry that is now becoming one of the needs of most people or communities to beautify the room , both home and other commercial places . Interior or furniture industry continues to grow from year to year (Table 1.4) . This business venture was also no large capital membutuhkan if you want to run it in private companies or individuals .

Because of the difficulty of knowing data about competitors directly, the following statement can support data about competitors small town. The basic material of its own manufacture of furniture Renovatio ie plywood or multiplex and finishing -based paint and HPL . So from the basic materials have a variety of alternative suppliers for the company to find and select suppliers that sell plywood / multiplex and also basic materials such as paint and finishing HPL . Because the increasing number of business opportunities in the field of services of interior and furniture , then the number of new competitors emerge , so that consumers can easily switch from one product to another . If the price or the quality provided is not in accordance with the wishes of the consumer or the client then easily consumers searching for a replacement or comparisons , and most consumers already have regular customers and usually will be sustained. Interior or furniture industry is the industry that is pretty much the culprit . Neither of furniture are made of particleboard , MDF and plywood . From these basic ingredients can be seen eating the quality of furniture , which most people know counters renowned big and already has branches in average throughout Indonesia cities actually coined kualitas far below the Renovatio . Renovatio is a new company that is not known to most people and certainly personalities of different people. Renovatio is a company engaged in the field of furniture that is not yet widely known by the public that this company dikarnakan newly established one year ago , the reason the company was founded because looking at opportunities in a pretty good Samarinda in Samarinda dikarnakan competitor itself is still relatively low or little because still many who are engaged in similar business .

Faktor Internal	Keterangan	Kode	Modus
Harga Produk	Harga dan pengerjaan sesuai	K1S4, P1S2, P2S2	3

	Harga menengah Keatas	K3W4, A1W1	2
Jenis Design	Model dan Inovasi yang bagus	K2S4, K3S1, K3S4, P1S1, P2S1, A1S1	6
Kualitas Pengerjaan meubel	Client puas dengan hasil kerja	K2S3, A1S3	2
Promosi	Promosi masih kurang kreatif	A2,W3	1
Service/pelayanan	Pelayanan yang baik sehingga menimbulkan kepercayaan,cepat tanggap. Kurangnya Alat peraga	K1S2, K2S2 K3W1	2 1
Pemasok	Memiliki pemasok tetap dan bisa bekerjasama	Q1S1, Q1S2, Q2S1, Q3S1	4
Jenis Finishing	Memiliki jenis finishing yang masih diminati client dan bervariasi. Masih kurang memahami jenis lain,	K1S1, K2S1, P2S3 P1W1	3 1
Waktu pengerjaan	Waktu pengerjaan yang cukup lama	K1W3	1
Manajemen SDM	Kurang mengontrol tukang Memiliki tukang yang Profesional	K1W1,K1W2, K3W2, A2S1, A2S2	3 2

Renovatio is a company engaged in the field of interior and furniture that has stood for more than 1 year , but the internal condition peusahaan masi relatively weak because everything can not be in percayaka to other workers and do not have a showroom to exhibit the work .

Core competencies obtained from the capabilities that meet the criteria Vrin can be summarized in the following table :

Renovatio product is a product that is not widely known by most people in samarinda still relatively new because although many people know about the function of the needs of the interior , but because the same reason , the Renovatio is very vulnerable to competitors that already exists and has been have a fixed client

The next step according Nilasari (2014) is to determine the company's strategic position by combining the results of the Internal Factors Evaluation (Table 5.4) and external factors (Table 5.5) . Results of analysis with EFI table gives the figure of 2.07 , while the analysis of Table EFE produce figures of 3.09 . Here the picture in the matrix IE

According to the results of matrix calculations IE as in figure 5.2 , the Company is in a position Renovatio Grow and Build , which is still a potential market conditions and the company still has plenty of room to grow . Conditions today are very similar companies with less quadrant "question mark " on the BCG matrix (Umar , 2010; 82) , which dominated the market share is still relatively low , while the high industrial growth . Cash flow needs are still high, while cash generated is still low.

CONCLUSION

Strategic analysis is a very important thing to do every small or big business (Tuhardjo, 2011). Previous studies showed that through the analysis of external and internal environment, companies can acquire strategies that can later be applied to help provide direction and prepare the company to face increasingly fierce competition. A company established for more than a year and a half is aware that a similar competition in the industry is getting tougher and the number of new competitors. This study is designed to help companies identify strategies that can be implemented through internal and external analysis.

Of extracting data compiled from the interviews of 10 informants. The position of the company when viewed from the external side is in a position strong enough, where scores for the external evaluation shows the number of 3.09. This illustrates the interior furniture industry is still attractive because growth of rapid development and become a necessity for everyone. Meanwhile, in terms of internal, companies are in a fairly weak position, but is still included in the average, seen from the scores of Internal Evaluation factor that shows the score of 2.07. In IE matrix calculation which is in the stage of further analysis in the analysis calculation strategy, the company is in quadrant II which shows that the company is at a stage Grow and Build.

Porter's Five Forces analysis revealed that the company that is the biggest threat comes from the bargaining power of buyers and suppliers bargaining power. Interior and furniture industry is constrained by the scarcity of wood base plywood and consumers who holds a regular customer. Opportunities terhadap development company located on finishing and also competition in samarinda which has not been so great. Analysis of Resource-based View illustrates that the internal position of the company are quite weak but there sautu core competition which can be exploited by perusaah namely price and quality of the products produced.

Strategies that can be applied by the company that is based on an analysis of Internal and External Intensive strategy that the company is market penetration, market development, or product development.

REFERENCES

- Cunningham, I., Loane, S., Ibbotson, P., (2012). *The Internationalisation of small Games Development Firms: Edvice from Poland and Hungary*. Journal of Small Business and Enterprise Development Vol. 19 No.2,2012.
- David, F . R. (2011). *Strategic Management: Concept and Cases* (13th ed). Newjersey: Pearson Education
- David, Fred R. (2012). *Konsep Managemen Strategis*. Jakarta: Salemba Empat.
- Dessler, G., (2010). *Human Resource Management* (9th Ed). New Jersey:Pearson.
- Gamble, Thompson, A., (2011). *Essentials of Strategic Management*. McGraw-HillInternational Edition.
- <http://e-journal.uajy.ac.id/4450/2/1EP17948.pdf>
- http://www.bps.go.id/65tahun/data_strategis_2012.pdf
- Ireland et al. (2013). *The Management of Strategy: Concepts and Cases*. 10thInternational edition. Canada: Cengage Learning.

- Kodrat, David Sukardi. (2009). *Manajemen Strategi: Membangun keunggulan Bersaing Era Global di Indonesia Berbasis Kewirausahaan*. Edisi Pertama. Yogyakarta: Graha Ilmu.
- Kodu, S. (2013). Harga Kualitas Produk dan Kualitas Pelayanan Pengaruhnya Terhadap Keputusan Pembelian Mobil Toyota Avanza. *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akutansi*. Volume 1, No. 3:1251-1259.
- Kotler, P. Dan Armstrong, G. (2010). *Principle of Marketing*. Thirteenth Edition. USA: Pearson.
- Kotler, P. Dan Keller, K. L. (2009) *Manajemen Pemasaran*. Edisi Ketiga, Jilid Satu. Jakarta: Erlangga.
- Kotler, P. Dan Keller, K. L. (2009). *Manajemen Pemasaran*. Edisi Ketiga, Jilid Dua. Jakarta: Erlangga.
- Kuncoro, Mudrajad. (2009). *Metode Riset Untuk Bisnis dan Ekonomi*. Edisi Ketiga. Jakarta: Erlangga.
- Madura, J. (2009). *Introduction To Bussiness*, USA: Thomson Higher Academic.
- Marcus, A. A. (2009). *Management Strategy Achieving Sustainable Competitive Advantage*, McGrawHill International Edition
- McGuinness, D. (2013). *Utilizing Product Knowledge Competitive Advantage for Specialist Independent Grocery Retailers*. *International Journal of Retail & Distribution Management* Vol.41 No.6, 2013.
- Nilasari, S. (2014). *Manajemen Strategi itu Gampang*. Cipayung: Dunia Cerdas.
- Rachmawati Rina, (2011), Peranan Bauran Pemasaran (Marketing mix) Terhadap peningkatan penjualan (Sebuah kajian terhadap bisnis Restoran), *jurnal kompetensi teknik* Vol. 2, No. 2, Mei 2011.
- Roostika, R. (2012). Analisis Pengaruh Bauran pemasaran Produk Cendera Mata Terhadap Kepuasan Wisatawan Domestik di Yogyakarta. *Jurnal Manajemen dan Akutansi*. Volume 1. No 1:104-116.
- Sugiyono. (2012). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Udaya *et al.* (2013). *Management Stratejik*. Edisi Pertama. Yogyakarta: Graha Ilmu VOA Indonesia
- Umar, H. (2010). *Desain Penelitian Manajemen Strategik*. Jakarta: PT Raja Grafindo Persada.
- Wibowo. (2011). *Manajemen Kinerja* (3rd Edition). Jakarta: Rajawali pers.
- Wijayanto, Dian., (2012). *Pengantar Manajemen*. Jakarta: PT Gramedia Pustaka Utama.
- Wirawan. (2011). *Evaluasi: Teori, Model, Standar, Aplikasi, dan Profesi*. Jakarta: Rajawali Pers.