

Strategic Management Analysis in Facing Business Competition

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ABSTRACT

In an organization, especially one that is engaged in the business sector, the most important thing is to have good strategic management. The respondents in this study were Holandia Stores, which are stores that serve wholesale and retail sales, with 15 employees, located on Jalan Safri Darwin, Wamena, Jayawijaya Regency. The purpose of this research is to find out the actions taken by Toko Hollandia in maintaining its business. This research is qualitative research with data collection techniques through interview observations and documentation. The form of goods traded in the form of raw food ingredients (Chicken, Fish, Shrimp, Meat, Frozen Food) and other household needs. Based on interviews conducted by respondents, the form of service provided by Toko Hollandia to retain old customers and attract new customers by providing services in the form of maintaining the quality of goods by paying attention to the expiration date of goods, especially for consumers who resell purchased goods is by giving discounts and provide free delivery service. The form of success described by Toko Hollandia is the increase in consumers who often shop at Toko Hollandia. In addition to serving consumers in Wamena, Jayawijaya Regency Toko Hollandia also serves consumers outside the city of Wamena such as Puncak Jaya, and Lanny Jaya.

ABSTRAK

Dalam sebuah organisasi terutama yang bergerak di bidang bisnis, hal yang paling penting adalah memiliki manajemen strategi yang baik. Responden dalam penelitian ini adalah Toko Holandia yang merupakan toko yang melayani penjualan grosir dan eceran, dengan jumlah karyawan sebanyak 15 orang, yang berlokasi di Jalan Safri Darwin, Wamena, Kabupaten Jayawijaya. Tujuan dari penelitian ini adalah untuk mengetahui tindakan yang dilakukan oleh Toko Hollandia dalam mempertahankan usahanya. Penelitian ini merupakan penelitian kualitatif dengan teknik pengumpulan data melalui observasi wawancara dan dokumentasi. Bentuk barang yang diperdagangkan berupa bahan makanan mentah (Ayam, Ikan, Udang, Daging, Frozen Food) dan kebutuhan rumah tangga lainnya. Berdasarkan wawancara yang dilakukan oleh responden, bentuk pelayanan yang diberikan oleh Toko Hollandia untuk mempertahankan pelanggan lama dan menarik pelanggan baru dengan cara memberikan pelayanan berupa menjaga kualitas barang dengan memperhatikan tanggal kadaluarsa barang terutama bagi konsumen yang menjual kembali barang yang telah dibeli

yaitu dengan memberikan potongan harga dan memberikan pelayanan gratis ongkos kirim. Bentuk keberhasilan yang digambarkan oleh Toko Hollandia adalah bertambahnya konsumen yang sering berbelanja di Toko Hollandia. Selain melayani konsumen di Wamena, Kabupaten Jayawijaya Toko Hollandia juga melayani konsumen di luar kota Wamena seperti Puncak Jaya, dan Lanny Jaya.

INTRODUCTION

In the life of the business world that has now been hit by business competition which requires companies to always follow it consciously and further strengthen the implementation of management to take strategies in order to maintain the business world they live in. Competition in the business world seems to be increasing. This is due to the existence of several business competitors that appear with the same sales items. With these competitors, the management of each business is challenged to try to be competitive in facing competitors. The survival of the business world requires management to develop strategic planning in the face of changes that will occur. The changes that need to be responded to by the business world are not only oriented towards business world products but also on important aspects related to the performance and service of a business world as an identity owned by the business world. Toko Hollandia is a shop that serves wholesale and retail sales, with 15 employees, located on Jalan Safri Darwin, Wamena, Jayawijaya Regency. Hollandia is starting to be in demand and has a pretty good opportunity, so many people and businesses choose to produce goods from Hollandia Stores. Goods that are wholesale from Hollandia Stores such as raw food ingredients, frozen food, snacks and other household needs.

The presence of the Hollandia shop is believed by consumers, namely people who are in Wamena City and those outside Wamena City as a wholesale shop that provides quite good service in serving its consumers. In this case Hollandia must manage its business with good management, this is done to face increasingly fierce competition from new entrants and similar businesses engaged in wholesale and retail, so that the business can survive and continue to grow in the future. The survival of the business world requires management to develop strategic planning in the face of changes that will occur. Changes that need to be responded to by the business world are not only in the products sold, but also in aspects related to service as an identity in the business world. Services carried out by Hollandia Stores such as delivering consumer groceries if needed, giving discount prices to consumers who shop quite a lot, and always checking goods from the expiration date of the goods. This study aims to help Hollandia Stores to be able to maintain their business world in the midst of business world competition by using a broader marketing strategy.

LITERATURE REVIEW

Strategy in Creating Competitive Advantage and Achieving Corporate Goals.

In 1965, academics Learned, Christensen, Andrews, and Guth put forward their views on strategy as a vital tool in creating competitive advantage for companies. This view is in line with the concept proposed by Chandler in 1962, who saw strategy to achieve the company's long-term goals and direct the allocation of resources owned by the company. This view is an important basis for formulating and implementing business strategies in various industrial sectors. One important aspect of strategy is the consideration of whether a business should exist or not. In Chandler's view, strategy is a tool to determine the existence of a business in the long

term. This decision involves a careful assessment of the business's position in the market, growth potential, and profit potential. In this framework, strategy serves not only as a guide to running the business today, but also as a direction for future business development.

Sukristono (1995) presents a definition of strategy that emphasizes the planning process by the company's top executives. Strategy is seen to direct the company towards achieving long-term goals. This definition emphasizes the involvement of company leaders in formulating plans that can bring positive changes to the organization. Strategy is not just about what the company is doing now, but also about how the company can adapt and develop during dynamic changes in the business environment. Andrews (1980) and Chaffe (1985) add a new dimension to the understanding of strategy, by emphasizing the importance of support and acceptance from various parties who have an interest in the company. Stakeholders such as shareholders, managers, employees, consumers, communities, governments, and others, are considered to have a key role in the successful implementation of strategy. The presence of strategy not only impacts the financial performance of the company, but also on various other aspects such as corporate reputation, sustainability, and social impact. A successful strategy not only generates profits for the company, but also considers the positive contributions that can be made to the various parties involved.

In the context of increasingly complex global competition, strategy becomes more than just a business plan. It becomes the foundation for key decisions that will shape the direction of the company. In today's digital era, strategy must also be able to accommodate rapid technological changes and dynamic shifts in consumer preferences. Strategy is no longer static, but rather an adaptive guide that can be revised as the business environment evolves. In formulating and implementing strategy, internal and external communication aspects also play an important role. In Andrews and Chaffe's view, strategy is not just about a written plan, but also about how the plan is articulated and understood by all levels of the company and external parties involved. Clear and consistent communication of the strategy's goals, action plans, and values can create trust and commitment from various stakeholders. Conversely, lack of clarity in communication can result in confusion and uncertainty that negatively impacts strategy implementation. Strategy implementation is also not free from challenges and risks. Strategic decisions often must be made under conditions of uncertainty, where market changes, competition and other external factors are difficult to predict. Technological innovations, for example, can open new opportunities but also present threats to businesses that are unable to adapt. In addition, in the pursuit of competitive advantage, strategies can also require significant investments in time, resources and effort. Not all companies can execute strategies successfully, and failures in strategy implementation can have detrimental effects.

In developing an effective strategy, an in-depth understanding of the company's business environment, market and internal competencies is key. SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is often used as a tool to identify these factors. Identifying internal strengths that can be relied upon, weaknesses that need to be improved, opportunities that can be capitalized on, and threats that must be overcome, assists a company in designing a strategy that suits its position in the market.

Moreover, in strategy development, it is important to adopt an inclusive and collaborative approach. By involving various stakeholders from different levels and functions within the organization, the company can gain more complete and diverse insights. Collaboration also builds shared commitment to strategic goals and plans, which in turn can increase implementation success. In concluding this discussion, it is important to remember that strategy is not a separate entity from business reality but should be an integral part of all company operations and decisions. A broad and inclusive view of strategy, as well as the ability to adapt to changes in the business environment, are key factors in creating competitive advantage and achieving a company's long-term goals. As such, effective strategy implementation is not just about formulating a plan, but also about executing the plan with perseverance, flexibility, and commitment to meet the ever-evolving challenges and opportunities.

Strategy Management Development and Implementation

In an increasingly complex and rapidly changing business world, strategic management has become a critical element for corporate success. The view of strategic management is not just a series of routine actions, but also a blend of art and science needed to effectively achieve organizational goals. In this paper, it will be explained in depth about the essence of strategic management, how the process is implemented, and its impact on achieving the company's vision and goals. According to Simorangkir (2006), strategic management is a combination of art and science. This art involves intuition, creativity, and insight from managers in developing, implementing, and evaluating strategic decisions that will shape the future of the organization. On the other hand, strategic management is also a science that utilizes analytical tools and proven methodologies to drive effective decision-making. An understanding of the business environment, market analysis, trend forecasting, and risk evaluation are essential elements of this scientific approach. This combination of art and science creates a strong foundation for strategic management as a tool that guides a company towards its long-term goals.

In a broader perspective, strategic management is also a process that includes key stages in designing and implementing the right strategy. Wahyudi (2016) underlines that strategic management is a process that involves the role of managers and employees in developing and implementing strategies to provide the best service to customers to achieve the organization's vision. This process begins with a deep understanding of the company's vision, mission, and values. In this stage, the organization establishes its long-term view and the principles that will guide every step taken. Once the foundation of vision and values is established, the next step is to analyze the company's external and internal environment. SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is often used to identify internal strengths, weaknesses, opportunities, and threats that may affect the success of a strategy. By comprehensively understanding the situation and conditions of the business, the company can formulate a strategic plan that is relevant and appropriate to the existing challenges and opportunities.

The next important step in strategic management is to set specific, measurable, achievable, relevant, and time-bound (SMART) goals and objectives. These goals should be mutually supportive and integrated with the company's vision and mission. They provide a

clear direction for the organization's efforts in achieving competitive advantage. Next, strategies relevant to these objectives are formulated. This involves selecting the approaches and action plans that will be taken to achieve the set objectives. Once the strategies are formulated, it is time to implement them. This involves translating the strategic plan into concrete actions to be carried out by various departments and individuals in the organization. At this stage, proper resource allocation and priority setting are key. Managers must ensure that the actions taken are in line with the strategy that has been formulated and that the entire organization understands their respective roles in achieving the common goal. However, strategy implementation is not the end of the strategic management process. Continuous evaluation is required to ensure that the strategy is on track and producing the expected results. Monitoring performance, measuring the achievement of goals, and evaluating the extent to which the strategy has made a positive impact are integral steps of strategic management. If there is a mismatch between expected and achieved results, changes and adjustments to the strategy may be necessary.

In the implementation and evaluation of strategic management, communication plays a very important role. The internal and external stakeholders of the company need to clearly understand the vision, goals, and strategies carried out by the organization. Effective communication helps build support and engagement from all parties involved. In today's digital era, communication can also leverage technology platforms to ensure information is accessible and understandable to all members of the organization. In concluding this discussion, it is important to remember that strategic management is not a static concept. The business environment is constantly changing, challenges and opportunities arise, technologies evolve, and customer preferences change. Therefore, strategic management must be an adaptive process, capable of changing with the changes that occur. The ability to integrate art and science in formulating, implementing, and evaluating strategies will be the key to an organization's success in achieving its vision and goals amid global business dynamics.

The role of strategic management in organizations/companies

In an increasingly dynamic and complex business world, the role of strategic management has taken a central position in determining the direction and success of a company or organization. Along with the demands of continuous change, management strategy becomes an essential foundation in maintaining continuity and growth. In the following description, we will elaborate on the fundamental reasons why management strategies have such an important role for companies or organizations.

1. **Provides Long-term Direction:** One of the main reasons why management strategy is so important is that it provides the long-term direction in which the company or organization will go. In a rapidly changing business world, having a clear long-term vision helps a company to stay focused and purposeful in achieving its goals. Management strategies help companies to formulate plans and actions that are consistent with that vision.
2. **Adaptation to Change:** Change is constant in the business world. A company or organization must be able to adapt quickly to changes in market trends, technology, and the external environment. A management strategy enables the company to identify such changes and plan the necessary actions to remain competitive and relevant.

3. **Increase Activity and Effectiveness:** Management strategies encourage companies to be more active and effective in their day-to-day operations. By having clear plans and guidelines, management and employees have clear guidance in making decisions and carrying out their tasks. This can increase productivity, reduce confusion, and avoid wasting resources.
4. **Identify Comparative Advantages:** In an increasingly risky and competitive business environment, it is important for companies to have comparative advantages that differentiate them from competitors. Management strategy enables a company to identify what makes it unique and how it can serve as a sustainable competitive advantage.
5. **Reduce Overlapping Activities:** Without clear strategic guidance, companies tend to experience overlapping activities. This can lead to waste of resources and confusion in making decisions. With a coordinated strategy in place, companies can avoid unproductive overlaps and allocate resources more efficiently.
6. **Overcoming Reluctance to Change:** Within companies, sometimes old employees have a reluctance to change and adapt to new changes. Management strategies help in overcoming this reluctance by providing a clear foundation of why the change is needed, how it will be executed, and how it will benefit both the company and the employees.
7. **Increase Employee Involvement:** In the process of formulating strategies, employee involvement in decision-making becomes more important. This can motivate employees as they feel they have a meaningful contribution to make in the direction and goals of the company. It also allows the company to tap into valuable knowledge and insights from different levels of the organization.
8. **Preventing Future Problems:** By carefully designing strategies, companies can predict potential future problems and take appropriate preventive measures. Management strategies help companies to be more proactive in dealing with risks and reduce the negative impact of problems that may arise.

From the description above, the importance of the role of management strategy in the success of a company or organization becomes very clear. Management strategy is not just about formulating plans, but also about providing direction, adapting to change, coordinating activities, and motivating employees. During intensifying competition and constant change, companies that can develop and implement management strategies effectively will have a significant advantage in achieving their goals and maintaining their competitiveness in a dynamic global market.

SWOT Analysis

In challenging business dynamics, a careful and planned approach to identifying internal and external factors that affect company performance is becoming increasingly important. One of the widely used analytical tools in strategic management is SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats). An in-depth understanding of SWOT is key to making more informed decisions and steering the company towards sustainable growth. In the following description, we will review in detail the SWOT concept and how its use can assist companies in formulating successful strategies.

According to Jogiyanto (2005), SWOT analysis is a method used to identify strengths and weaknesses of the company's internal resources as well as opportunities that arise from outside and challenges facing the company. This analysis takes the acronyms of the four elements being analyzed: Strengths, Weaknesses, Opportunities, and Threats. By comprehensively analyzing these four aspects, a company can understand its position in the business environment and plan its actions accordingly.

Internal Strengths and Weaknesses

In the SWOT concept, strengths and weaknesses refer to internal aspects of the company that affect performance and competence. According to David (2008), every company has strengths and weaknesses in various functional areas, such as production, marketing, finance and human resources. Strengths include positive factors that differentiate the firm from competitors, such as specialized expertise, advanced technology, and strong brands. On the other hand, weaknesses are factors that limit a company's performance, such as the inability to innovate or limited human resources.

External Opportunities and Threats

SWOT analysis also involves identifying opportunities and challenges from the company's external environment. Opportunities are situations or trends outside the company that can be exploited to achieve growth or competitive advantage. For example, new technological developments or changes in government policies can be opportunities for the company. Meanwhile, challenges are external factors that can threaten the stability or performance of the company. These challenges can include increased competition, regulatory changes, or economic fluctuations.

Application of SWOT Analysis in Decision Making

SWOT analysis is not just about identifying factors, but also about how companies use this information to make better decisions. Through the combination of strengths and opportunities, a company can formulate a strategy that utilizes its competitive advantages to deal with existing opportunities. For example, if the company has strengths in technology development and there is an opportunity to enter a new market, the company can formulate an expansion strategy by utilizing its technology. On the other hand, SWOT analysis also helps companies overcome challenges and overcome existing weaknesses. By realizing the external challenges that may be faced, companies can plan appropriate mitigation actions or strategy adjustments. Similarly, internal weaknesses can be addressed through appropriate development strategies, such as employee training or investment in technological infrastructure.

Integration of SWOT Analysis in Strategic Process

SWOT analysis is not a one-off step but should be an integral part of the entire strategy formulation process. The information obtained from this analysis should be integrated with the company's vision and mission and involve participation from various levels of management and

departments. The resulting strategy should be consistent with the company's strengths, be able to overcome weaknesses, take advantage of opportunities, and face challenges. In conclusion, SWOT analysis is not just an analytical tool, but a holistic approach to strategic management. It enables a company to understand its position in the market, identify factors that may affect performance, and formulate a strategy accordingly. By capitalizing on strengths, addressing weaknesses, exploiting opportunities, and facing challenges, a company can build a solid foundation for long-term growth and success. Successful application of SWOT analysis requires creativity, long-term vision, and the ability to adapt quickly in an ever-changing business world.

RESEARCH METHOD

In a study, a method is needed which is the research approach. In this study the approach used is descriptive qualitative. The characteristics of this type of research are that it describes events or events that are factual, looking for information that is carried out in detail. Descriptive qualitative research aims to describe and describe the phenomena that exist in the field. With data collection techniques through observation interviews and documentation.

RESULTS AND DISCUSSION

1. *Data Result*

The results of the SWOT analysis of Holandia Store in 2022 are as follows:

1. Strengths
 - Variety of products offered;
 - Cooperation with many freight forwarders
 - Many discount packages
2. Weaknesses
 - Lack of employees
 - Still lack of complaint service
3. Opportunities
 - The existence of regional expansion
 - More suppliers
4. Threats
 - Parties that create negative problems
 - The number of similar shops and supermarkets

Aspects of Strength

Holandia Store has a wide variety of products offered, such as groceries, fruits, frozen food, snacks, and various kinds of cakes that are ready to serve, making it easier for consumers to choose products. In addition, Holandia Store has many connections in terms of cooperation with freight forwarders. This is very important because it is related to the availability of product stock. Giving discounts at certain times on some products is also often done by the manager as a consumer attraction.

Aspects of weakness

The manager of Toko Holandia has difficulty in terms of supervision, especially when the store is crowded with visitors. This is due to the lack of employees, so monitoring becomes less than optimal. In addition, feedback related to complaints from some consumers takes a long time, and the resolution process must go through several stages, making consumers feel lazy in managing complaints.

Opportunity Aspect

Regional expansion is one of the great opportunities for the company (Holandia Store) to be able to increase sales turnover. Where the location of the shop is very strategic in the city center and is the center of trade, education, and the parent of several districts in the central mountains of Papua. In addition, the number of suppliers is an opportunity for the manager.

Threat Aspects

Parties that create negative problems are aspects that need to be watched out for. Problems related to reactions caused by consumers after consuming products that have been purchased are one of the main indicators. Similar cases or incidents often occur in this region, which has an impact on the security situation in Wamena city. In addition, many shops and supermarkets have begun to emerge by providing a wider variety of products and offering attractive discounts, making them a rival market for Holandia Stores.

CONCLUSION

The changes that need to be responded to by the business world are not only oriented towards business products but also on important aspects related to the performance and service of the business world as an identity owned by the business world. Expansion areas, especially in eastern Indonesia, especially Jayawijaya Regency, are one of the opportunities in improving the community's economy. Development in the economic sector is quite rapid in Jayawijaya Regency, this is indicated by the increasing number of shops scattered in the city of Wamena. Among the shops that have sprung up, there is a need for a strategy in maintaining the continuity of their business. Starting from this, the authors want to analyze the strategic management analysis in facing business competition using SWOT analysis carried out by Toko Holandia. Therefore, the authors are interested in conducting research entitled Strategic Management Analysis in Facing Business Competition at Holandia Store. The objectives to be achieved through research activities, including determining the strategic management analysis in facing business competition. Thus, one of the focuses of strategy is to decide whether the business should exist or not. Provides a long-term direction in which to go. Help companies or organizations adapt to changes that occur. Identifies the comparative advantage of a company or organization in an increasingly risky environment. Overlapping activities will be reduced. The results of the SWOT analysis at the Holandia Store include Variety of products offered, collaboration with many freight forwarders, many discount packages, lack of employees, lack of complaint services, regional expansion, more suppliers, parties that create negative problems, and many similar shops and supermarkets. The author's suggestions to the Holandia Store are: Must pay more attention to trends every time; Increase the number of employees; Must be more

responsive to customer complaints; Promote their business by utilizing social media or other media such as brochures, advertisements on RRI, and others.

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