



ANALYSIS OF INTERNAL EXTERNAL FACTORS IN BUSINESS DEVELOPMENT STRATEGY AT CV. FERYAL MEDIKA

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Abstrak

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The research aims to determine both internal and external environmental factors that affect the company's business by CV. Medicaid in its corporate growth. This study uses qualitative research. Triangulation of three methods—direct observation, semi-structured interviews, and documents—is the method used to collect data. Primary data and secondary data are two types of data sources. EFE Matrix (External Factor Evaluation), IFE Matrix (Internal Factor Assessment), and SWOT Analysis Matrix on CV. Feryal Medika was used to process data descriptively. This study shows that CV. Feryal Medika is influenced by four strengths, four weaknesses, two opportunities and three threats.

A. INTRODUCTION

In an ever-increasing competitive environment, businesses usually try to always achieve their goals. The size of the company's total profit, the level of profit on the company's investment capital, and market control with the largest shares are indicators of achieving the company's goals and objectives. Companies cannot achieve their goals and objectives unless they have a competitive advantage. If a value creation strategy is successfully designed and implemented, a new company can gain an advantage over its competitors. When rivals do not use or apply the same strategy, value creation that results in competitive advantage can occur. It is only possible to gain such a competitive advantage if existing and potential competitors do not imitate or replace them.

Strategic management is important in the development of a company. Not just a planning or planning, strategy management covers deeper and wider parts. A company consists of many parts and its respective structures. Each company also has a different strategy. In order to their goals, decisions are made. The company's success and development are unquestionably contingent on this decision. 2014 Nilasari). In Nilasari (2014), David asserts that strategic management is the art and science of making, implementing, and evaluating cross-functional decisions that help an organization achieve its objectives.

A company must have a business strategy in order to outperform its rivals and continue to operate and compete in the future in the face of the aforementioned phenomenon. The

company is expected to overcome the challenges it faces and be able to continue operating, competing, and achieving its objectives with the presence of a quick, precise, and efficient business strategy planning.

The goal of an analysis of a strategy and situation is to take into account the company's internal and external environments, which have a direct impact on strategic choices and opportunities. While the company's situation is based on the impact of the internal environment, industry and competition analysis places an emphasis on the influence of the external environment. The political, legal, social, economic, population, and other situations outside the company are all included in the external environment. While factors belonging to the company's internal environment include competitors, suppliers, distributors, customers, and others that are more specific to the business. An industry is a group of businesses whose products compete for the same customer and share similar characteristics.

The problem in this study is: "What are the internal environmental factors that affect the business of CV. Ferial Medika?" then, "What are the external environmental factors that affect the business of CV. Feryal Medika" and "What types of strategies are appropriate and can be carried out by CV. Feryal Medika in developing his business?"

B. LITERATURE REVIEW

1. Strategy.

According to David and David (2016):11, strategy is "a potential action that requires top management decisions and a large amount of company resources". Porter in Nilasari (2016: 3) states that strategy is the creation of unique and valuable positions that are obtained by carrying out a series of activities that are not carried out by competitors or opponents

2. Management of strategy.

David and David (2016: 3), Strategic management is the art and science of making, putting into action, and evaluating cross-functional decisions to achieve a company's objectives. There are three stages to strategic management: formulation, implementation, and evaluation of strategies.

According to David (2013: 45) the benefits of strategic management are to help organizations formulate better strategies through the use of approaches to strategic choices that are more systematic, logical and rational.

According to Heene, et al (2010: 9-10), strategic management is a unified management process in an organization that repeatedly creates value and has the ability to deliver and expand its distribution to stakeholders or other interested parties. There are 5 tasks in strategic management:

Create a goal and vision

Establishing objectives and goals

Developing a plan to achieve the objective

Execute the strategy in practice.

Analyze the plan and direction

According to Admin (2009), the general and specific concepts of strategy are as follows:

The general getting it. Procedure is the method involved with deciding the arrangement of the top chiefs that spotlights on the drawn out objectives of the association, joined by the planning of a way or exertion how to those objectives.

Special comprehension. System is a steady and consistent activity, in light of the viewpoint of what clients anticipate from here on out. In this way, methodologies quite often

start from what can occur and not from what occurs. The rise of new market advancement and changing purchaser designs requires center abilities (center skills). Organizations need to find center skills inside the business they do.

Kuncoro (2006:12), a strategy is a bunch of choices and activities that are proposed to objectives and change the association's assets to the valuable open doors and difficulties looked in its industry climate.

3. Internal Factor of The Company

The internal factors of the business are factors that are contained within the business and are simpler to manage, anticipate, and predict for each risk. In the research conducted by I Gusti Putu Darya (2011) Business actors may exert control over the internal environment of the company in order to adapt it to the needs of the business. Susanthi (2017) defines the internal environment as the environment within the organization that typically has special and direct effects on the business. Riyanto (2018) says that the structure, culture, and resources of the internal environment need to be looked at to figure out the company's strengths and weaknesses.

4. Eksternal Factor of The Company

External factors are things that come from outside the company or organization but can have an effect on internal processes. Because it has the potential to become a threat if it cannot be accurately predicted, this external factor is very likely to be one of the company's failure factors. On the other hand, if it can be properly managed, it can also be an advantage. To control this factor, the best managerial approach and strategy will be needed.

According to Pearce, et al (2014)) states that external companies are able to provide many challenges in an effort to attract or obtain a resource needed to be marketed. Meanwhile, according to Buchory (2010: 51-54) external companies are forces that are out of reach that are independent of the company's operations.

There are several factors that are part of the company's external factors. According to Nilasari (2014) in general, the external company is divided into 2, namely micro and macro. For macros include:

Politics, which usually leads to policies made by the government to protect and maintain its sovereignty.

Economy: The surrounding community's ability to sell and buy is greatly influenced by economic factors. factors like GDP and GNP are examples.

Because carrying out a process necessitates an understanding of the existing market, this social aspect is significant. One of the determining factors that needs to be examined in this instance is the level of culture, needs, and population of the society.

Technology, rapid technological developments can affect the level of competitiveness and also market demand. The more sophisticated the technology, the higher the market expectations for the goods or services that the company can provide.

And for the micro, the given distance is quite close. However, it can still have a direct effect on the company compared to macro. According to Wispandono (2010:154) external companies are divided into three groups, namely:

Distant environment: economic, social, political and ecological factors

Industrial setting: barriers to entry, the power of suppliers and buyers, the availability of subsidies, and competition between businesses

Operational environment: competitors, creditors, customers, workforce, and suppliers.

5. SWOT Analysis.

Rangkuti (2014:18) defines SWOT analysis as the systematic identification of various factors for the purpose of developing a company's strategy. This analysis is based on logic that can make the most of opportunities and strengths while also reducing threats and weaknesses. SWOT analysis include:

a. Strength (S)

It is a look at a company or organization's current forces—its strengths, circumstances, or circumstances. All that is required for this analysis to be completed is for each business or organization to evaluate its advantages and disadvantages in relation to those of its rivals. For instance, if a company's strength is superior technology, it can use that advantage to fill market segments that require higher quality and a higher level of technology.

b. Weaknesses (W)

an examination of the current weak spots—situations, circumstances, or weaknesses—of a company or organization. It is a method for identifying weaknesses within a company or organization that pose a significant threat to its growth.

c. Opportunity (O)

an examination of opportunities, conditions, or situations that represent opportunities outside of an organization or company and present opportunities for the organization's future growth. Finding breakthroughs or opportunities that enable a business or organization to thrive in the future or future is done in this manner..

d. Threats (T)

The process of analyzing the difficulties or threats that a company or organization must overcome in order to deal with a variety of adverse environmental factors that cause recession is known as threat analysis. The threat will impede a pertinent effort now and in the future if it is not addressed immediately.

6. Conceptual Model

Based on the references used in building the relationship between variables, it can be illustrated in the conceptual framework in Figure 1.

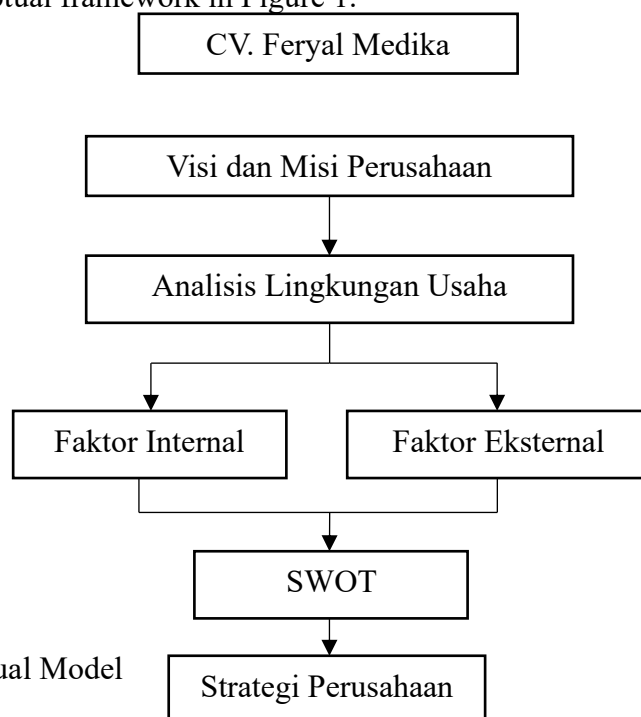


Figure 1: The Conceptual Model

C. RESEARCH METHOD

1. Location and Research Design

This study uses a qualitative descriptive method with the intention of describing or describing what the actual problems faced by CV. Feryal Medika are. Retrieval of data in this study through interviews with trusted sources (research informants).

2. Research Informants

Informants in this study were selected by purposive sampling. Informants were selected based on in-depth knowledge of the company. Informants in this study are the Director, Operations Manager, and Marketing Manager.

3. Data Collection Method

In this study, data collection was carried out using the triangulation technique of three techniques, namely semi-structured interviews, direct observation and documents as well as through literature review.

4. Data Analysis Method

Miles and Huberman's qualitative analysis method was used to analyze the data in this study. Sugiyono (2017: 247) emphasized that the technique is data reduction, data presentation (data presentation), and drawing conclusions/verification in data analysis.

D. DISCUSSION

The discussion resulting from the collection, processing and analysis of the data that has been carried out is as follows:

1. Internal Factor Analysis

Based on the results of interviews conducted with three informants, namely the Director, Operations Manager and Marketing Manager CV. Feryal Medika, produces internal factors needed in the analysis of business development strategies, which consist of strengths and weaknesses, among others:

Strength Analysis

Strength is a condition that describes the company's current capabilities that can provide an advantage in being able to compete with other similar companies. CV. Feryal Medika has the following strengths:

SOPs that have been running well

SOP is very important for a company to be able to anticipate various situations that might occur. SOP in the CV. Feryal Medika covers various fields of work in it, namely SOPs for handling customers, SOPs for handling goods, financial SOPs and so on.

Companies can adapt services to customer needs

CV. Feryal Medika offers products according to customer needs, for example, when a customer needs skincare for acne, acne cream will be offered.

Have some loyal customers

Although only a few years into the product sales business CV. Feryal Medika already has several loyal customers using its skincare products.

Able to maintain good relationship with customers and partners

Customers are a company's valuable asset. Good relations with customers must always be maintained for the sake of the company's activities, therefore CV. Feryal Medika really appreciates the relationship with customers and partners in the area.

2. Weakness Analysis

Promotion is still through mouth to mouth.

CV. Feryal Medika currently still relies on promotion through mouth to mouth and has not used other much more effective promotional media.

The number of SDMs is limited and there is not much experience.

Number of HR on CV. Feryal Medika, which is still relatively small, often overlaps work. Even though the orders for feryal skincare products have reached the regions..

The management does not have employee development and training facilities.

CV. Feryal Medika has never carried out training and development of employees. This should be done to support the performance of employees that affect the advantage of the company.

There is frequent negligence in the production process.

Produced by CV. Feryal Medika is not small, and the types of goods and treatments are different. Often with a CV. Feryal Medika one of them is that the goods are still often damaged or lost which causes misunderstandings between the company and the customer.

3. Eksternal Factor Analysis

a. Opportunity Analysis

Opportunity is a situation that describes the opportunities that exist from outside the organization. The opportunities in the CV. Feryal Medika is as follows:

Large market share.

Skincare products business has a large market share because people especially women need beauty products to support their appearance.

Able to take over the job when the competitor is experiencing a downturn

A lot of competitors. Feryal Medika in similar fields that are sometimes unable to handle the ordering of their products. In this case CV. Feryal Medika takes advantage of the opportunity to take over the job.

b. Threat Analysis

Threat is a situation that can potentially weaken the company. Threats to CV. Feryal Medika namely:

There are competitors with more complete products and more types.

Competitors with more complete products and more types can be a threat to CV. Ferial Medika.

Multinational competitors at lower prices

The large number of foreign companies opening branches in Indonesia with more complete services and more competitive prices makes this a threat to CV. Ferial Medika.

The emergence of new skincare products made by retail companies

There are several online platform-based retail companies that make their own products in order to save on delivery costs. The retail company previously often produced products on

CV. Feryal Medika, but because they already have their own brand, the company will automatically no longer use CV. Feryal Medika.

4. SWOT Matrix Analysis

Four factors, CV Feryal Medika's strengths, weaknesses, opportunities, and threats can be identified by analyzing the internal and external environments, as shown in table 1 below.:

Tabel 1. SWOT analysis CV. Feryal Medika

<p>Strengths: SOP that has been running well Companies can adapt services to customer needs Have some loyal customers Able to maintain good relationship with customers and partners</p>	<p>Weaknesses: Promotion is still by word of mouth The number of human resources is still limited and not much experience Management does not yet have employee development and training facilities There are still frequent occurrences of negligence in the production of goods</p>
<p>Opportunities: Large market share. Able to take over the job when the competitor is experiencing a downturn</p>	<p>Threats: There are competitors with more complete products and more types. Multinational competitors at cheaper prices The emergence of a new skin care product made by the retail company.</p>

Source: 2023: Primary data processed

Based on the results of the CV interview. Feryal Medika shows the results of matrix analysis of SO strategy, WO strategy, ST strategy, and WT strategy.

Tabel 2. SWOT Analysis Matrix

<p>SO strategy Expanding the product sales network Maximise online media such as Facebook, Instagram as promotional media Improve product quality to attract new customers.</p>	<p>WO strategy Increase sales promotions to attract new customers. Training employees on a regular basis.</p>
<p>ST strategy Increase the amount and type of skincare Provide accurate information to customers when there are problems in skincare production</p>	<p>WT strategy Observing and analyzing changes and innovations made by competitors.</p>

Source: 2023: Primary data processed

E. CONCLUSION

Based on the discussion that has been outlined in the previous chapter, the conclusion in this study is as follows: based on the results of internal factor analysis on the CV. Feryal Medika, there are 4 strengths and 4 weaknesses that are considered to be the most influential on the formulation of a company's strategy. The main strength factors include: 1. SOP has gone well, 2. The company can adapt services to the needs of customers, 3. We have 4 loyal customers. Able to maintain good relationships with customers and partners. The main weaknesses of the company are: 1. Promotion is still through mouth to mouth, 2. The number of SDMs that are still limited and not much experience, 3. The management does not have development and training facilities for employees and 4. There is often neglect in the production of goods.

Based on the results of external factor analysis, there are 2 opportunity and 4 threat analyses that are considered to be most influential on the formulation of a company's strategy. Such key opportunity analysis factors are: Large market share and Able to take over jobs when competitors experience a downturn. While the main threat factors of the company are: There are competitors with more complete products and more types, multinational competitor with cheaper prices and the emergence of new skin care products made by retail companies.

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