

**STRATEGY DESIGN OF START-UP COMPETITION OF PT. INTEGRASI
TEKNOLOGI CORE IN INDUSTRY ERA 4**

**PERANCANGAN STRATEGI PERSAINGAN PERUSAHAAN RINTISAN
(START-UP) PT. INTEGRASI TEKNOLOGI INTI DI ERA INDUSTRI 4**

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ABSTRACT

PT. Integrasi Teknologi Inti is a start-up company with a business scope as a provider of information and technology services. PT. Integrasi Teknologi Inti has several business segments that complement each other that are oriented towards business processes, namely for products including, Enterprise Resource Planning (ERP) systems, Mobile Applications, Call Centers and Telecommunications, then for services including, IT Professional Services, IT Managed Services, Search Engine Optimization (SEO), Messaging Services, and Application Development. The approach used in this study is an approach using a qualitative approach. The result is Business strategy is a functional strategy that is oriented towards the functions of business activities, namely marketing, production or operations, distribution, organization, and finance. Strategic management is a process for producing strategic decisions and actions that support the achievement of organizational goals. When carrying out strategic management, managers will process the input obtained through an evaluation of the current vision, mission, goals and strategies and conduct an analysis of internal factors (identification of organizational strengths and weaknesses) and external (identification of opportunities and threats to the organization). This business strategy is chosen by the company to carry out business development. In addition to using a parent business strategy as the strategy currently being implemented by the company, it also needs to be developed using alternative strategies.

Keywords: *Strategy Of Competition, Start Up, Case Study, Qualitative Method.*

ABSTRAK

PT. Integrasi Teknologi Inti merupakan perusahaan start-up dengan lingkup bisnis sebagai penyedia layanan informasi dan teknologi. PT. Integrasi Teknologi Inti memiliki beberapa segmen bisnis yang saling melengkapi satu sama lain yang berorientasi pada proses bisnis, yaitu untuk produk meliputi, sistem Enterprise Resource Planning (ERP), Mobile Applications, Call Center dan Telekomunikasi, kemudian untuk jasa meliputi, IT Professional Services, IT Managed Services, Search Engine Optimization (SEO), Messaging Services, dan Application Development. Pendekatan yang digunakan dalam penelitian ini adalah pendekatan dengan menggunakan pendekatan kualitatif. Hasil penelitian ini adalah Strategi bisnis merupakan strategi fungsional yang berorientasi pada fungsi-fungsi kegiatan bisnis, yaitu pemasaran, produksi atau operasi, distribusi, organisasi, dan keuangan. Manajemen strategis adalah proses untuk menghasilkan keputusan dan tindakan strategis yang mendukung pencapaian tujuan organisasi. Ketika menjalankan manajemen strategis, manajer akan memproses masukan yang diperoleh melalui evaluasi terhadap visi, misi, tujuan, dan strategi saat ini serta melakukan analisis terhadap faktor internal (identifikasi kekuatan dan kelemahan organisasi) dan eksternal (identifikasi peluang dan ancaman organisasi). Strategi bisnis ini dipilih oleh perusahaan untuk melakukan pengembangan bisnis. Selain menggunakan strategi bisnis induk sebagai strategi yang saat ini dijalankan oleh perusahaan, juga perlu dikembangkan dengan menggunakan strategi alternatif.

Kata Kunci: Strategi Persaingan, Start Up, Studi Kasus, Metode Kualitatif.

INTRODUCTION

The era of the industrial revolution 4.0 is an era of massive internet and technology development that makes everything limitless and the data available is unlimited, this is the backbone of the movement and

connectivity of machines and humans (Risdianto, 2019). The implementation of the ASEAN Economic Community (AEC) is an opportunity and threat for business actors, because with the implementation of the AEC, of course, every country will experience changes

in economic conditions where this competition will definitely have an impact on the Indonesian economy. Business actors in Indonesia must be able to maintain the continuity of their businesses. Companies are faced with increasingly tight competition conditions and increasingly open business opportunities when the AEC comes into effect (Warsono et al., 2017). Conditions like this require companies to be more creative and innovative by offering products or services that have added value. This is what is demanded by the market that is the focus or target for competition. In general, companies strive to meet consumer expectations, by building trust in a long-term relationship between the company and its customers. The increasing development of internet users for trade has encouraged the emergence of various new businesses which are now widely referred to as "start-up businesses". Start-up is a newly established business that is still in the development and research stage to find market potential and all are included in the technology and information business sector (Ries, 2011).

PT. Integrasi Teknologi Inti is a start-up company with a business scope as a provider of information and technology services. PT. Integrasi Teknologi Inti has several business segments that complement each other that are oriented towards business processes, namely for products including, Enterprise Resource Planning (ERP) systems, Mobile Applications, Call Centers and Telecommunications, then for services including, IT Professional Services, IT Managed Services, Search Engine Optimization (SEO), Messaging Services, and Application Development.

Dynamic business competition conditions certainly give rise to new innovations so that new service ideas can attract market interest, provide customer satisfaction and be able to compete with competitors. With this tight competition, start-up PT. Integrasi Teknologi Inti also does not just sit idly by watching market changes, they also make new innovations in the company by adding products and services every year.

The existence of this company transformation also gives rise to new consequences for new markets, customers who have used its products and also its business competition. The company also faces challenges to retain existing customers, expand market share and must be able to compete with other competitors. The challenges from this company provide the author's interest in conducting research related to the design of PT. Integrasi Teknologi Inti's business competition strategy in the context of business in the industrial era 4.0 to maintain the market share of existing customers, and obtain potential market niches so that this business can generate profits..

LITERATURE REVIEW

Business in the Industrial Era 4.0

In the industrial revolution 4.0, many new technologies have been created and are able to provide renewal in various sectors, one of which is the business sector. The development of technology makes the business world more dynamic, the number of new business actors with products and services integrated with technology disrupts old businesses that have been running before (Kasali, 2018).

Porters Five Forces

Competitive analysis using Porter's Five Forces model is an

approach used to develop strategies in many companies. According to Porter, the competition is as follows (Michaux, 2015):

1. Rivalry Among Competing Firms
2. Threat of New Entrants
3. Threat of Substitute Product
4. Bargaining Power of Suppliers
5. Bargaining Power of Buyers

Business Model Canvas

According to Alexander Osterwalder & Yves Pigneur (2010), a business model describes the basic idea of how an organization creates, delivers and captures value. One of the business models proposed by Alexander Osterwalder & Yves Pigneur is the canvas business model, a business model that describes a comprehensive business foundation by describing the organization, competitors and market. This canvas business model consists of 9 interconnected building blocks and becomes the basic system for creating alternative strategies, namely:

- a. Customer segment (CS)
- b. Value proposition (VP)
- c. Channels (CH)
- d. Customer relationship (CR)
- e. Revenue stream (RS)
- f. Key resources (KR)
- g. Key activities (KA)
- h. Key partnership (KP)
- i. Cost structure (CS)
- j.

Business Model Design Process

According to Osterwalder and Pigneur (2010, page 248) the business design process has stages, namely:

1. Mobilize

The stage of preparing a successful business model design project. The main activities at this stage are compiling project objectives, testing the preparation of all ideas, planning the project, and compiling the team members involved.

2. Understand

The stage of researching and analyzing the elements needed to design a business model. The main activities at this stage are analyzing the business environment, studying potential customers, interviewing experts, researching what has been done in running a business, collecting ideas and opinions.

3. Design

The stage of adapting and modifying the business model in response to market reactions. The main activities at this stage are Brainstorming, making prototypes, testing and selecting business model designs.

4. Implementation

The stage of implementing the business model prototype in the field and conducting tests on the market before the business is launched in order to predict how the business will run when launched on a more mature scale.

5. Manage

The stage of adapting and modifying the business in response to market reactions. In this stage, monitoring, evaluating, and determining which components are still relevant and which are not used in the business model will also be carried out continuously, because every business has its time. Activities at this stage include observing environmental conditions, continuously assessing the business model, updating or reviewing the business model, aligning the business model with organizational conditions, and synergizing each element involved.

RESEARCH METHODS

Research Approach

The approach used in this study is an approach using a qualitative approach, namely research on descriptive research and tends to use analysis, namely the process and meaning (subject perspective) are more emphasized in qualitative research. The reason for using this approach is because this study is expected to be able to understand more deeply about the strategy to face digital start-up marketing competition in facing the industrial business 4.0.

Data Source

The data used in this study is primary data, namely data collected by researchers and has never been collected before, either in a certain way or in a certain period of time that can produce opinions and facts from the start-up of PT. Integrasi Teknologi Inti. Secondary data is data obtained through other media or indirectly through books, notes, journals, news, archives that are published or unpublished.

Data Analysis

The data analysis technique used after the data is obtained is record analysis using several techniques, namely:

By making a transcript of all observations and interviews that have been carried out in the form of detailed and clear writing that is done directly or from recordings with the aim of capturing, showing, and also analyzing the meaning of the results of the transcript of the object of this study.

In this study, testing and data collection were obtained by comparing the results of interviews between internal parties of the company and the results of observations of researchers' observations related to field conditions directly

RESULTS AND DISCUSSIONS

Profile of PT Integrasi Teknologi Inti

The following is the Vision and Mission of the start-up PT. Integrasi Tekonologi Inti, namely:

- Vision:
The largest and best IT service partner provider
- Mission:
 1. Develop competitive IT industry products
 2. Increase benefits and added value for clients and stakeholders
 3. Professionalism and cooperation in developing quality IT services for clients

PT. Integrasi Teknologi Inti was founded in 2019 by a CEO named Sugianto. PT. Integrasi Teknologi Inti is one of the IT companies in Surabaya, with creative workers in making the best quality products and services by upholding professionalism to meet client needs in technological developments in creating websites and mobile applications used to support the performance of client companies.

In April 2023 to May 2023, interviews were conducted (in-depth interviews) with key informants who have knowledge and experience regarding the start-up PT. Integrasi Teknologi Inti and its product services.

Details of the list of informants can be seen in the following table:

Table 1 Details of the list of informants

No.	Informant	Position
1	Sugianto	CEO start-up PT. Integrasi Teknologi Inti
2	Handi	Customer

Rivalry Among Competing Firm

Rivalry Among Existing Competitors shows the existence of competition with competitors who have been competitors of the Company. Competitors consist of various

convection services with various classes, both lower, middle and upper classes. The steps taken by the Company in dealing with competitors are to improve service, innovation and maintain good relationships with customers. The characteristics of the Company that are different from other services include clearly recorded customer data and having a track record. In addition, it also relies on good service quality compared to other services. This is in accordance with the results of interviews expressed by several parties directly related to the Company.

"We always explore what is the advantage of our Company that cannot be imitated by competitors, by improving service, innovation and maintaining good relationships with customers, we store potential customer data as a reference for product offerings and also rely on good service quality compared to other services we recognize competitors by the production produced and the number of markets controlled "

Sugianto explained the same thing regarding recognizing and analyzing competitors. This is in accordance with the following interview:

"the number of orders generated to become subscribers and overcome by increasing production quality"

Handi conducted company observations. This is in accordance with the following interview: "The amount of market share controlled, the production produced and the intensity of orders from important customers, then the company studies the quality of the product desired by the large customer."

Bargaining Power Of Supplier

Supplier bargaining power shows the existence of strength as an external party). The existence of this supplier consists of several parties, one of which is a supporting supplier and so on, which this supplier has been working for approximately tens of years. This is in accordance with the interview with Sugianto regarding the following:

"We have been working together for approximately tens of years, the cooperation is carried out because customers in general who are premium class want good, luxurious, professional product quality according to customer desires, so we look for suppliers according to customer needs and the advantages of suppliers provide cheaper prices, the weakness is that there are several products that are only owned by one supplier so that prices tend to be manipulated "

The criteria determined by the Company in selecting (suppliers) are based on price, how they work, and if there are problems or incompatibilities, they can be discussed again. In addition, the selection of (suppliers) is also based on experience, where the Company has known (suppliers) for a long time. This is in accordance with the following interview with Handi:

"Regarding cooperation with suppliers, we often discuss issues of price, appropriate quality so that the parties who work together"

Sugianto explained the same thing. This is in accordance with the following interview:

"suppliers have many choices so prices can be compared with the shortcomings. There must be more control in purchasing materials so that they are in

accordance with orders and the cooperative relationship continues without problems or obstacles"

Bargaining Power Of Buyer

Customer bargaining power shows the existence of buyer power. The Company has many customers, although there is a tendency to decline. The large number of customers does not stop the Company from improving the quality of both products and services. This is because buyers do not move to other places and continue to use the Company as a production service. Based on the results of the interview with Sugianto who stated that the Company's customers come from all walks of life, from individuals to companies. Based on these conditions, it is necessary to always maintain good relations with customers, namely by frequently making contact, providing the best service, offering new goods and sometimes giving souvenirs. This is based on the results of the interview with Sugianto and Handi:

"as the owner, quality defense and quality improvement must be carried out so that customers do not move to other parties and entrust large customer orders to the Company with customer purchasing power that tends to be stable in the middle category"

"during the business, we always try to offer various new products to customers. The production side tries to create new products and test them on customers whether they are successfully accepted by the market or otherwise. This is a form of effort so that the market is not saturated and tries various new product models and the

purchasing power of ordinary customers"

Based on the results of the interview above, it can be seen that the Company does various ways to retain its customers so that they do not move elsewhere. This is because it has a big influence on the turnover obtained by the Company. The same thing was explained by Sugianto. This is in accordance with the following interview:

"Customer purchasing power tends to be stable and increases when approaching holidays or holidays".

Threat Of New Entrants

The threat of new entrants indicates the threat of new entrants. The steps taken by the Company in dealing with this are to excel in terms of price, quality, type of product, and service. This starts from the capital owned by the Company in developing its business which is quite large. The existence of large capital can make it easy for the Company to complete all the equipment that is considered lacking to face increasingly competitive competitors. This is in accordance with the following interview with Sugianto:

"The development of the IT industry is currently growing rapidly, yes, all parties can easily establish IT services today with the same opportunities due to the ease of access to information and technology as a marketing tool, only the difference in service capability certainly cannot be equated between experienced companies and new ones, competition between competitors who have the same experience requires a strategy in terms of price, quality, type of product, and service and completing all

equipment that is considered lacking to face increasingly competitive competitors"

Based on the results of interviews with several parties directly related to the Company, it states that the prices set by the Company are competitive. However, there are several products that are more expensive, but quality remains number one. Based on the results of interviews conducted with the Company, the prices set are considered competitive compared to other similar businesses. This is in accordance with Sugianto, as follows:

"The prices provided by the Company are competitive when compared to other IT companies with an upper middle class level, but currently the development of lower middle level businesses is starting to be in demand by upper middle class customers because there is a shift in market tastes in current customers. remain focused on product quality even though in terms of price, some customers consider the price quite expensive"

As expressed by the owner who is one of Sugianto's sources, where the prices offered actually tend to be cheap when compared to competitors. Because in terms of quality provided it is better than competitors. The next step taken by the Company is in terms of the products offered. This is because the service at the Company has good quality and is recognized for its punctuality. The statement from the interview results from the business owner stated that the products offered, especially the quality and price, are competitive and will be continuously improved. This is in accordance with Sugianto's interview as follows:

"The price we offer if adjusted to the quality of service and the quality of the product produced is certainly affordable for upper middle class customers, but the business world, especially the IT industry, is constantly evolving and the tastes of the community market are changing so that there needs to be a strategy in terms of improving the products offered with various price ranges adjusted to the needs of the customer"

The products offered by the Company are considered very diverse but still within the expensive range for certain economic classes. However, there are still some that need to be added to existing products, related to price affordability. This is in accordance with the results of Hendi's interview that the product is complete but needs to be developed to create a new, contemporary model but the price is still considered quite expensive. This is in accordance with Hendi's interview as follows:

"Entrepreneurs must always observe, adapt, observe to follow various changes, even if they are able to create a change. Customer observations regarding IT perceptions are simple models, good quality, with affordable prices, especially for economy class customers, so it is necessary to add existing products related to price affordability"

In addition, the professionalism provided by the Company to customers has also been said to be good. This is based on the results of an interview with Hendi, revealing from the data collected that the quality of the Company's products is considered quite satisfactory for its customers, different from other services. This experience

makes customers who have just come for the first time want to make a repeat order. This is in accordance with the interview with Hendi as follows:

"during my work and dealing with various customers asking about the products, customers always consider the products produced to be satisfactory, professional so that they are different from, this is the reason why some loyal customers are reluctant to turn to other services"

Based on the results of interviews with all related parties, the Company always improves the quality and develops its products according to customer needs. This is done to deal with the existence of a threat of new entrants.

Threat Of Substitute Product

This indicates a threat from competitors or new products that enter by offering the same services but at a more affordable price. The company has tried to make some efforts to maintain its position so as to differentiate the company from its competitors which is expected by competitors to be considered difficult to create the same product as the company. This condition is supported by a statement from Sugianto who stated that the difference between the products and services offered by the company and other places is supported by various advantages that are owned.

"As a business actor, I realize that business is growing with increasingly tight competition, so efforts are needed to maintain its position, some of these things are good quality work because they are experienced, a solid production team"

The existence of products offered by the company based on the results of

interviews stating that the company's products have good quality. Other parties stated that to introduce their new products by making contact with new and old customers as a means of promotion and recommendation. This is based on the results of Hendi's interview that the company's advantages are.

"On-time work, materials according to orders and quality of goods are maintained"

One of the ways implemented by the company to be able to maintain its quality both in terms of products and services, the use of technology is utilized to facilitate the process. In accordance with what the informant said that there is the use of several technologies to make the system determined by the company run properly. This is in accordance with Hendi's interview as follows:

"experienced production process, on-time work, quality is maintained with competitive prices with competitors"

DISCUSSION

The implementation of a strategy to run well must be supported by the consistency of the internal environment which must also be in accordance with the external environment such as the industrial environment and the macro environment or often referred to as strategic fit (Grant, 2010). The company's strategy is divided into two parts, namely proactive and reactive, derived from the experience of previous activities that have been proven to bring market success. This part is called a deliberate strategy, namely a proactive strategy element that has been planned and realized according to plan.

The company must also be willing to make changes to the proactive strategy as a reaction to previously unanticipated conditions. This can

happen due to maneuvers carried out by competitors, changes in customer desires, rapid technological changes, the emergence of new market opportunities, political and economic changes or other changes in the environment that could not be anticipated previously. This adaptive strategy is usually called an emergent strategy. The strategy developed by the company consists of a combination of proactive and reactive elements where some elements of the strategy are abandoned because they are considered ineffective. The basic goal of Perusahaan is to survive and continue. The process of continuing a business takes a long time and it is important for the company to generate a rate of return on capital that is greater than the cost of capital. Strategy is defined as a process of determining the plans of top leaders who focus on the long-term goals of an organization or company accompanied by the preparation of a method or effort on how the goals can be achieved. Strategy is also considered an instrumental and continuous action and is carried out by the company based on the perspective of what customers expect in the future (Umar, 2008, p.31).

Business strategy is a functional strategy that is oriented towards the functions of business activities, namely marketing, production or operations, distribution, organization, and finance (Rangkuti, 2006, p.7). Strategic management is a process for producing strategic decisions and actions that support the achievement of organizational goals. When carrying out strategic management, managers will process the input obtained through an evaluation of the current vision, mission, goals and strategies and conduct an analysis of internal factors (identification of organizational strengths and weaknesses) and external

(identification of opportunities and threats to the organization). This business strategy is chosen by the company to carry out business development. In addition to using a parent business strategy as the strategy currently being implemented by the company, it also needs to be developed using alternative strategies.

CONCLUSION AND SUGGESTION

The company uses competitive strategy analysis by increasing potential consisting of aspects of human resource management, production, marketing and finance. The system that involves buyers, competitors, suppliers to newcomers by increasing strength through the potential of company is able to produce products in large enough quotas and with guaranteed quality. The strategy implemented to be able to compete is by establishing closer cooperation with various small industries to create and produce brands. Competitive strategies developed to be able to increase business competitiveness are the formation of a special team in the marketing section as an important factor in boosting company sales, as well as introducing company products to consumers/the public. Companies that produce large-scale products, companies can provide cheap prices with purchases in large quantities of course.

Based on the results of the analysis that has been carried out at company, there are several suggestions that can be put forward as follows:

Company must have special added value such as production speed, good service and satisfaction in the eyes of consumers through products produced by company. The methods that need to be done to become the main choice in the eyes of consumers are based on the selection of strategies with

certain considerations. Achieving competitive advantage, the company must have a combination of differences that distinguish the company from competitors. Differentiators include image, customization, price, styling, and product reliability. The combination of several differentiators is expected to be able to create advantages for the company. In addition, product development can also be done by improving and implementing a new sales system, or it can also be done by modifying the product. Diversification Strategy, this can be done in the following ways, related diversification is done by adding new product variations, and so on.

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