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## Analysis of The Role of Operation Strategy to Create Competitive Advantage Using the SWOT Method at PT Bina Karunia Indonesia

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### ABSTRACT

A company needs a strategy, especially in the operational sector which is the heart of a company which has an impact on efficiency and also the quality of the services provided. Business consulting service companies often have operational problems that make it difficult for the company to have a competitive advantage over its competitors. This research aims to identify strengths, weaknesses, opportunities and threats within the company and provide operational strategy solutions for business consulting companies. Data collection was obtained through interviews and questionnaires with the parties involved both internally and externally. The results of this research found that the company needed to develop an operational strategy because there were several problems and it was less efficient. So the researcher made an operational strategy plan based on the competitive advantage of business consulting companies in the city of Surabaya using SWOT analysis. This planning is expected to increase the company's competitiveness.

**Keywords: Operation Strategy; SWOT Analysis; Competitive Advantage; Supply Chain Management.**

### INTRODUCTION

In this increasingly advanced era, the business world is experiencing many complex changes. Starting from technology, company operations and the marketing sector, there are changes and increasing needs. Increasing competition due to the increasing number of competitors, rapid technological developments, and increasing customer needs, forces companies to be able to provide the best to their customers (Yuliana et al., 2019). Operational strategies for companies are very important in order to increase their competitive advantage, according to Irawan (2019), every company basically has to compete fiercely in order to dominate the trading market. According to Sofyan Arif (2022), operational strategy is a reflection or vision of the operational function, namely a driving force or direction for company decision making. As an example of the implementation of operational strategies carried out by PT. Indofood Sukses Makmur Tbk. Which was analyzed by Benny, et al., (2023). After conducting the analysis, PT

Indofood Sukses Makmur Tbk has implemented an effective strategy in developing its operational activities. The company is not only able to manage projects in a more measurable and scalable manner, but also successfully utilizes AI technology and big data.

PT. Bina Karunia Indonesia is a business consulting company that focuses on MSME companies in East Java. PT. Bina Karunia Indonesia is in the city of Surabaya which is located on Jalan. Dharmawangsa no. 54-56, Surabaya city. In 2022 PT. Bina Karunia Indonesia is a business consulting company and job training center, starting from experts in the fields of Human Resources, operations, law to corporate finance. According to Joan (2022), consultants are needed by many companies because they can provide valuable ideas or input for the running of the company. In Indonesia, there are many business consulting companies that have been established. Especially in the city of Surabaya alone, there are as many as 200 business consulting companies registered in Surabaya



(Indonesiayp, 2023). After the researcher conducted an interview with the management of PT. Bina Karunia Indonesia, there were several failures in the company's operational strategy which resulted in their company's operational management becoming less efficient. According to Faiq, et al., (2021) operational management is a company activity in creating goods and services that the company offers to consumers. According to Candra & Ikhlas (2022), Strategy is a way of emphasizing matters related to manufacturing and marketing activities. Meanwhile, according to Anisa & Ety (2022), strategy is a method or technique used by a company to gain competitive advantage by understanding the internal environment or strengths and weaknesses and the external environment of opportunities and threats, so that the company can survive. So it can be concluded that activity management strategies are systematically prepared to formulate, implement and develop strategies (Ardianto & Kaseng, 2021). Strategy requires obtaining and maintaining the company's competitive advantage (Moko, 2022). Strategy can be interpreted as a tool to achieve a competitive advantage. Business people need to design strategies considering that the more appropriate the strategy implemented, the stronger the business will be in facing competition (Akbar & Maghfiroh., 2022)

It is very necessary to plan good operational strategies followed by environmental observers (SWOT) in order to solve problems and improve PT operations. Bina Karunia Indonesia so that they can create a competitive advantage for consulting companies, especially those in the city of Surabaya. Later it will be calculated using the IFAS and EFAS methods. According to Sis.binus.ac.id (2021), explaining that the IFAS & EFAS matrix aims to sharpen position analysis and look at the company and see the direction of further development. The main problem in this company is what is the role of operational strategy in increasing competitive advantage at PT. Bina Karunia Indonesia. With these problems, an operational strategy is

really needed at PT Bina Karunia Indonesia. The appropriate analysis to use for this company is environmental analysis (SWOT). Next, we will identify and define operational variables as follows

### 1. Operational Strategy

Having a strategy is a broad program to define and realize an organization's goals and carry out its mission (Susilowati, 2020). Operational strategy is closely related to operations management, which means activities to manage or manage resources in an effort to create and provide goods and services (Siregar, 2022). Meanwhile, according to Irawan (2019), the definition of operational strategy itself is that operational strategy is a commitment to all planned activities within the company. Operational strategy has an important role. According to Iqbal (2020), operational excellence can reduce costs, reduce the number of processes, improve quality, and reduce waiting time in a company.

### 2. Definition of Competitive Strategy (Competitive Advantage)

The definition of competitive advantage is often discussed by many economic experts and various parties who are experienced in the field. The problem according to Khoirunisa (2020) is how the company can implement this strategy into the company's operational practices. According to Candra (2021), competitive advantage can be created through three strategies, namely differentiation, low costs and fast response. Competitive advantage is the search for a profitable competitive position in business competition (Widyaningsih, 2021). According to Fikram (2023), determining the scope of competitive advantage depends on the ability of these three factors to determine the best results.

### 3. Environmental Analysis (SWOT)

SWOT analysis according to Rangkuti, Freddy. (2015) is the systematic identification of various factors to formulate company strategy. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats. According to Rachmawati (2022)

SWOT analysis is a form of analysis in an effort to prepare a plan that has short-term and long-term goals. SWOT analysis according to Mayang & Ratnawati (2020) is the systematic identification of various factors to formulate company strategy. The purpose of SWOT analysis according to Benzaghta (2021) suggests strategic planning techniques to investigate the organization's position to develop strategies. The purpose of SWOT directs strategic analysis by focusing attention on SWOT which is critical to the success of the strategy.

### METHOD

This research was carried out at PT Bina Karunia Indonesia which is located in the city of Surabaya, East Java. The approach that researchers use is a quantitative descriptive approach, which according to Tsabita (2023) is a research method with the aim of describing and explaining an event accurately and systematically about the facts of a phenomenon. The descriptive research approach according to Sugiyono (2020) is research carried out to determine the existence of independent variables, either only one variable or more (stand-alone variables) without making comparisons of the variables themselves and looking for relationships with other variables. According to Rosa (2023) quantitative research is a type of research that uses numbers in processing data to produce structured information.

The type of data used in this research is primary data obtained from interviews, conservation and questionnaires from the company regarding the operational management of PT Bina Karunia Indonesia

and will later be combined with secondary data obtained from data from clients and people who know about the company at the time. PT Bina Karunia Indonesia Surabaya. After that, the analysis technique used is the SWOT Matrix. This matrix produces four strategies, namely ST, WT, WO, SO. Then management strategies are available (Afshar et al., 2019).

### RESULT and DICUSSION

Researchers have collected data from interviews with the main director of PT. BKI has also distributed questionnaires which have been filled in by 106 respondents consisting of employees, consultants, PT BKI clients and the general public who know the business consulting company PT. BKI in the city of Surabaya. Each statement has elements of strengths, weaknesses, opportunities and threats to the PT company. BKI combined with observations that researchers have made previously. According to Rianda (2022) SWOT analysis is an analysis based on maximizing strengths and opportunities, but simultaneously minimizing weaknesses and threats. The use of SWOT analysis according to Wiswata (2018) is to compare external factors and internal factors. According to Putri (2021), IFAS is an internal condition of a company to be able to determine the strengths and weaknesses of a company, while EFAS is the opposite, namely external to the company. This data will later be calculated using the IFAS and EFAS matrices. Broadly speaking, the company's strategic decision-making process is determined by internal and external factors (Hermawati, et al., 2019). Researchers have obtained the following questionnaire results:

Table 1. Questionnaire Results for Group 4 PT. Bina Karunia Indonesia

| No | Group                        | Amount Respondent | Statements From Each Group |                   |                   |                   |
|----|------------------------------|-------------------|----------------------------|-------------------|-------------------|-------------------|
|    |                              |                   | Question Number 1          | Question Number 2 | Question Number 3 | Question Number 4 |
| 1  | Group 1 (Employee PT. BKI)   | 12 Peoples        | 2.6                        | 2.8               | 3.3               | 3.3               |
| 2  | Group 2 (Consultant PT. BKI) | 8 Peoples         | 3.3                        | 2.8               | 3.5               | 2.8               |
| 3  | Group 3 (Client PT.          | 24 Peoples        | 3.2                        | 3.4               | 2.7               | 3.6               |



| BKI) |  |            |     |     |     |     |
|------|--|------------|-----|-----|-----|-----|
| 4    | Group 4 (The general public knows PT. BKI) | 62 Peoples | 3.5 | 3.6 | 3.5 | 3.1 |

From the data collected above, it shows that there are problems at PT. Bina Karunia Indonesia that researchers discovered. From the data that researchers manage, an in-depth analysis will be carried out using the SWOT analysis technique and this value will be calculated using the IFAS and EFAS matrix calculations. According to Achmad, S. (2020)

External and Internal Strategy Factors (EFAS and IFAS) are prepared to determine the weight, rating and score of the company's strengths, weaknesses, opportunities and threats.

#### Matriks Internal Factor Analysis Summary (IFAS)

Table 2. Matriks IFAS (Internal Strategic Factor Analysis Summary) PT. BKI

| Number                          | Internal Strategy Factors  | Weight | Ratings     | Score* |
|---------------------------------|--|--------|-------------|--------|
| (1)                             | (2)  | (3)    | (4)         | (5)    |
| <b>Strength (S)</b>             |  |        |             |        |
| 1                               | A team of experts who are competent and experts in their fields.         | 0,06   | 3.4         | 0,24   |
| 2                               | The quality of service is quite good.                                    | 0,06   | 3.5         | 0,25   |
| 3                               | More affordable prices.  | 0,06   | 3.4         | 0,20   |
| 4                               | Abundant product services for consumer business problems.                | 0,06   | 3.5         | 0,21   |
| 5                               | Strong relationships with existing clients..                             | 0,06   | 3.3         | 0,20   |
| 6                               | Ability to provide innovative and creative solutions.                    | 0,07   | 3.2         | 0,19   |
| 7                               | Have a strong network with vendors, partners and sales.                  | 0,06   | 3.3         | 0,20   |
| 8                               | Deep knowledge of industry trends and policies.                          | 0,07   | 3.2         | 0,19   |
| <b>Total Score Strength (S)</b> |  |        | <b>1,68</b> |        |
| <b>Weakness (W)</b>             |  |        |             |        |
| 1                               | Company operations are less than optimal.                                | 0,07   | 2.6         | 0,18   |
| 2                               | Marketing is not yet effective and efficient.                            | 0,06   | 2.8         | 0,17   |
| 3                               | Lack of employee and expert loyalty.                                     | 0,06   | 2.7         | 0,16   |
| 4                               | Management has many limitations.   | 0,06   | 2.8         | 0,17   |
| 5                               | The age of the company tends to be new and there is a lack of portfolio. | 0,06   | 2.8         | 0,17   |
| 6                               | Slow company supply chain process.                                       | 0,07   | 2.6         | 0,18   |
| 7                               | Consultation services that are less professional and less consistent.    | 0,06   | 2.7         | 0,16   |
| 8                               | Not utilizing the latest technology optimally.                           | 0,06   | 2.8         | 0,17   |
| <b>Total Score Weakness (W)</b> |  |        | <b>1,36</b> |        |
| <b>Total (S+W)</b>              |  |        | <b>3,04</b> |        |

After the researcher calculated the average value per point for each factor that contained strengths and weaknesses. For the total output score of PT. BKI is 1.68 and PT BKI's weakness score is 1.36, then the total is an IFAS score of 3.04

#### Matriks Eksternal Factor Analysis Summary (EFAS)

Table 3. Matriks EFAS (Eksternal Strategic Factor Analysis Summary) PT. BKI

| Number | Internal Strategy Factors | Weight | Ratings | Score* |
|--------|---------------------------|--------|---------|--------|
|--------|---------------------------|--------|---------|--------|



| (1)                                  | (2)   | (3)  | (4)         | (5)  |
|--------------------------------------|---|------|-------------|------|
| <b>Opportunities (O)</b>             |   |      |             |      |
| 1                                    | Economic growth and the number of entrepreneurs in Surabaya are high.   | 0,06 | 3.6         | 0,22 |
| 2                                    | There are seminars, exhibitions or events to increase marketing.  | 0,06 | 3.3         | 0,20 |
| 3                                    | There are many freelance sales people who help with marketing.  | 0,06 | 3.3         | 0,20 |
| 4                                    | There is a need for companies to improve operational efficiency.  | 0,07 | 3.6         | 0,25 |
| 5                                    | The need for consultants who have special expertise in the field of sustainability.                           | 0,06 | 3.6         | 0,22 |
| 6                                    | The growth of the technology industry is generating new opportunities.  | 0,06 | 3.6         | 0,22 |
| 7                                    | Increased need for operational and HR consulting services.  | 0,07 | 3.5         | 0,24 |
| 8                                    | Increasing demand for financial, accounting and tax consulting services.                                      | 0,06 | 3.5         | 0,21 |
| <b>Total Score Opportunities (O)</b> |   |      | <b>1,76</b> |      |
| <b>Threats (T)</b>                   |   |      |             |      |
| 1                                    | There is a lack of understanding regarding the importance of a business consulting company for entrepreneurs. | 0,06 | 3.5         | 0,21 |
| 2                                    | There are government policies that can become obstacles.  | 0,06 | 3.1         | 0,19 |
| 3                                    | There is an epidemic like Covid 2019.   | 0,06 | 3.3         | 0,20 |
| 4                                    | Tough competition from established consulting companies.  | 0,07 | 3.3         | 0,23 |
| 5                                    | Reputational threats due to poor quality work.  | 0,06 | 2.8         | 0,17 |
| 6                                    | Political uncertainty disrupts business activities.   | 0,06 | 3.1         | 0,19 |
| 7                                    | Threats from online platforms and independent software offering consulting services.                          | 0,07 | 2.8         | 0,20 |
| 8                                    | Decrease in the level of funding allocated to consultants.  | 0,06 | 3.5         | 0,21 |
| <b>Total Score Threats (T)</b>       |   |      | <b>1,60</b> |      |
| <b>Total (O+T)</b>                   |   |      | <b>3,36</b> |      |

After the researcher calculated the average value per point for each factor that contained strengths and weaknesses. For the total value of the PT opportunity score. BKI is 1.76 and PT BKI's threat score is 1.60, then the

total is an IFAS score of 3.36. From the weight calculation, the rating is divided into the final score which will later be entered into the internal and external matrix tables.

#### **Matriks Internal And Eksternal (IE)**

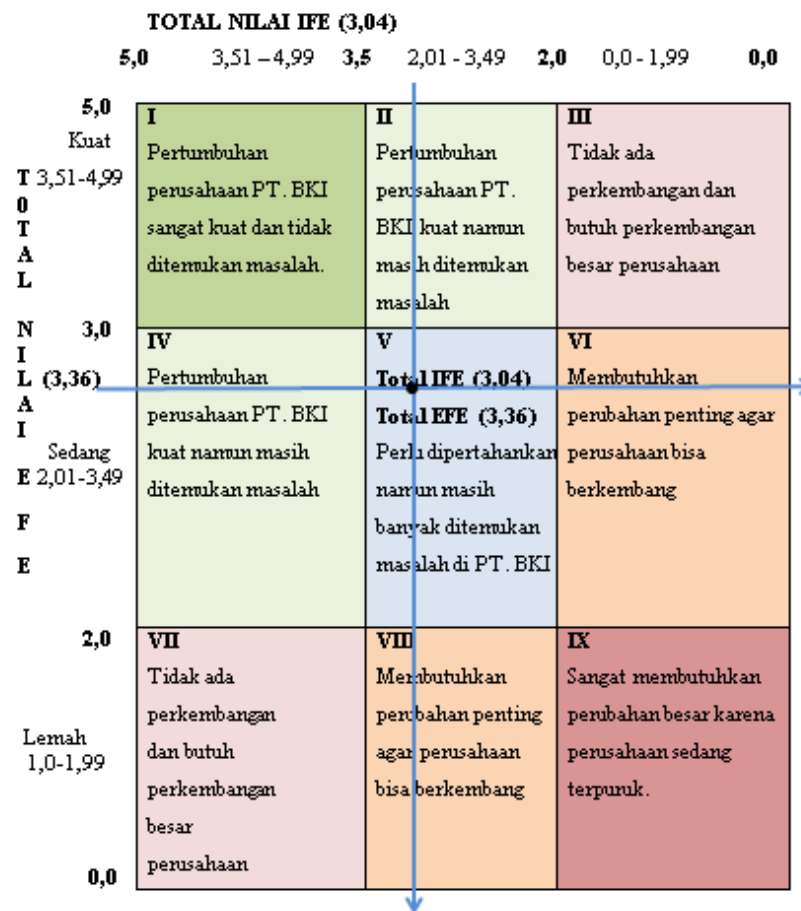


Figure 2. IE Matrix Calculation

The results of the internal and external matrices provide information on the IFE and EFE lines that meet in column number V. The horizontal line shows the internal index with a total value of 3.04 and the vertical line shows the external index with a total value of 3.36. These results mean that the company's

position is in a middle location. The strategy and aspects of the company must be maintained, but development is needed so that the company has competitiveness in the business consultant market share.

**McKinsey GE Matriks**

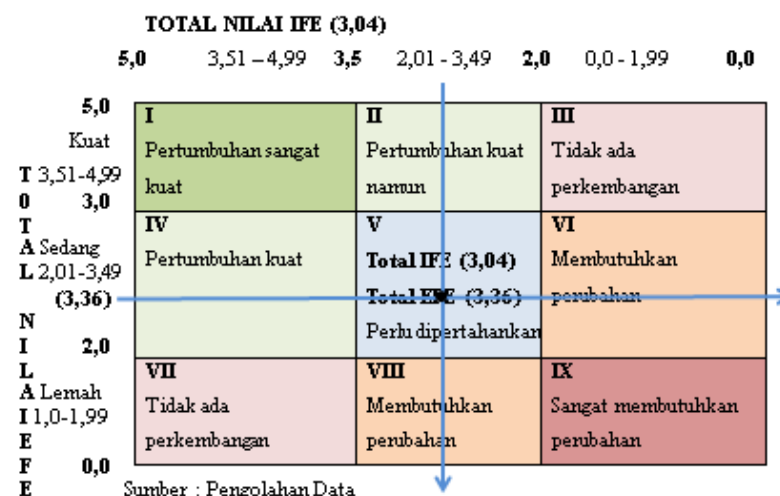


Figure 2. McKinsey GE Matrix calculation



The results of the McKinsey GE Matrix provide information, these results are exactly the same as the internal and external matrices, this matrix gives the meaning that the company's position is in a middle location, the

company PT. BKI must be maintained in the existing strategy. Next, the researcher will carry out a SWOT diagram to find out whether any developments have occurred at PT BKI.

**Cartesian Diagram**

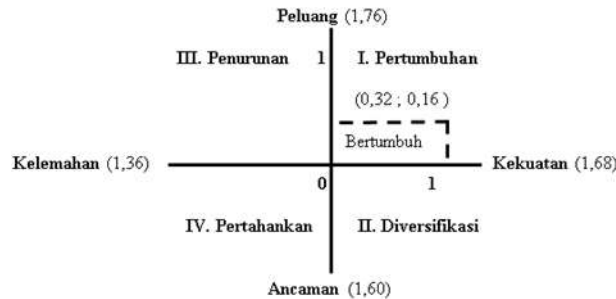


Figure 3. Cartesian Diagram

The purpose of using a Cartesian diagram is to find out in what quadrant position the business of a company being analyzed is located (Pitaloka & Aji, 2020). From the results of the analysis that has been carried out, the total score is calculated, the difference between which is a strength factor with a

difference of (+) 0.32 and an opportunity factor with a threat score of (+) 0.16. From the results of the diagram above, it can be interpreted that the company is still growing, although the numbers are not too high.

**SWOT Matriks**

|   |   |   |
|---|---|---|
| IFAS<br>EFAS  | <b>STRENGTHS (S)</b><br>3 faktor yang telah kami definisikan menjadi kekuatan PT. BKI           | <b>WEAKNESSES (W)</b><br>3 faktor yang telah kami definisikan menjadi kelemahan PT. BKI           |
| <b>OPPORTUNITIES (O)</b><br>3 faktor yang telah kami definisikan menjadi peluang bagi PT. BKI | <b>STRATEGI SO</b><br>Menciptakan strategi yang menggunakan kekuatan untuk memanfaatkan peluang | <b>STRATEGI WO</b><br>Menciptakan strategi yang meminimalkan kelemahan untuk memanfaatkan peluang |
| <b>THREATS (T)</b><br>3 faktor yang telah kami definisikan menjadi ancaman bagi PT. BKI       | <b>STRATEGI ST</b><br>Menciptakan strategi yang menggunakan kekuatan untuk mengatasi ancaman    | <b>STRATEGI WT</b><br>Menciptakan strategi yang meminimalkan kelemahan dan menghindari ancaman    |

Figure 4. SWOT Matriks

According to Sunarto (2022), the SWOT Matrix provides information on opportunities and threats from the company's external environment and strengths and weaknesses. According to Wening & Kurbandi (2022), strategy has two consequences, namely multifunctional and multidimensional. Strategy can be used to increase competitiveness and create improved performance both from within and outside the company (Suhartini, 2022). According to Farrokhnia (2023), this analysis can inform strategic planning and decision making in

situations that require consideration of the perceptions and capabilities of various actors. According to Muzaffar, et al., (2022) in the SWOT Matrix there are four types of strategies, namely SO, WO, ST, and WT. Researchers will describe the strategies created as follows:

**SO Strategy (Strength - Opportunity)**

SO strategy to maximize opportunities with the strengths possessed by PT. BKI is

1. By increasing the knowledge and experience of PT experts. BKI, can provide special training with well-known experts or by recruiting better

professional experts. The need to improve services starts from the initial consultation, client assistance to the relationship with the client after the order is completed.

2. PT. BKI needs to add business consulting services to consumers so that they can get one-stop service without using many other vendors.
3. PT. BKI needs to increase technological knowledge and industrial policy, because economic and industrial growth is increasing rapidly, especially in Surabaya so that in the future PT. BKI can provide creative and innovative ideas and solutions amidst the onslaught of the technology industry which is mushrooming in Indonesia.

#### **ST Strategy (Strengths - Threats)**

ST's strategy is to maximize strength by minimizing the threats posed by PT. BKI is

1. By making stronger use of applications or other online platforms such as Tiktok or Instagram to be able to overcome these threats and also maximize PT's strengths. BKI is in the quality of experts and service.
2. The need for a special operational strategy that examines and studies the causes and effects of a new policy from the government so that PT. BKI could have resolved it earlier. This knowledge is also needed to be provided to clients and become added value for PT.BKI
3. Conduct research on competitors to be able to get market share that doesn't collide too much and also so that the researcher can get a unique selling point that can be a differentiator in the research company.

#### **WO Strategy (Weakness - Opportunity)**

WO's strategy is to minimize weaknesses by maximizing the opportunities possessed by PT. BKI is

1. Implement KPIs (Key Performance Indicators) for workers and implement scheduled evaluations for related

parties so that the services provided get better as time passes.

2. Improving operations in the company by providing standard SOP (Standard Operating Procedure) guidelines so that they can be implemented properly by PT employees and consultants. BKI.
3. PT. Bina Karunia needs to improve its operational tolls to be more modern so that it is more efficient than before, it can use employee management applications, implement orders via online applications such as Halodoc, Hukumku and so on.

#### **WT Strategy (Weakness - Threats)**

WT's strategy is to minimize weaknesses by reducing the threats posed by PT. BKI is

1. Regularly provide scheduled training so that employees' abilities increase and periodically improve operational work systems as a vital object of a company.
2. PT. BKI must routinely carry out research on competitors and within the company itself. So that companies have data that can be processed to improve the company later.
3. PT.BKI can create an orderly SCM system later. According to Bintang (2022), supply chain management is the integration of materials and service procurement activities, conversion into semi-finished goods and final products, and delivery to customers. Companies that implement an SCM strategy will be able to create competitiveness (Huda, 2022).

#### **Operational Strategy Planning to create Competitive Advantage**

Competitive advantage consists of product quality and competitive prices (Alam, 2022). Next, researchers must know the position of PT. BKI, and it is known that this company is in the position of business consultant for MSMEs in Surabaya. PT market share. BKI tends to prioritize cheap prices, hassle-free service and fast results. According to Djufri & Lukman (2020) In winning



increasingly competitive business competition, various strategies and business models are alternative choices. After that, it continues with the operational strategic decision pattern which must cover five main areas, namely process, quality, capacity,

### CONCLUSION

Based on the results of the analysis and discussion carried out by previous researchers, PT. Bina Karunia Indonesia, the result is that the company needs to develop a better company operational strategy. In total, the IFE value is 3.04 and the total EFE value is 3.36, when combined into the SWOT Matrix, the results of the company are in "medium" condition, meaning that it must be maintained but requires development. Researchers have found factors that constitute PT's strengths, weaknesses, opportunities and threats. BKI Making a SWOT analysis involves specific business goals and identifying internal-external factors in achieving these goals (Lucky, 2020). Researchers have created a strategy based on this through the SWOT Matrix and also made operational strategy plans to create a competitive advantage.

It is hoped that later the results of the research can become a reference in implementing operational strategies as preventive and corrective actions in PT company operations. Bina Karunia Indonesia environmental analysis that researchers have created can be used as material for company improvement actions so that they can compete with similar companies. Because in fact a company will run smoothly if it has good operational management (Julianti, 2019). This research can be a reference or guideline that can be developed in the future by future researchers.

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