

## **ANALYSIS OF THE STRATEGIC ENVIRONMENT IN THE DEVELOPMENT OF BUSINESS SERVICES BULUKUMBA**

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### **Abstract**

*This study aims: (1) to describe the management of the Kurirta Bulukumba service enterprise, (2) to analyze the internal and external environment of Kurirta bulukumba services company, (3) to define the formulation of the business development strategy used in Kurirta Bullukumba Service Company, and (4) to described the results of the analysis Strengths, Weaknesses, Opportunities and Threats in Kurerta Bulukumbas service company. This type of research is qualitative research with a descriptive approach. The total sample in this study was 15 people from Kurirta Bulukumba's employees and partners. Data collection is done using observations, interviews, lifts and documentation. The data analysis was carried out using the SWOT Analysis method with the help of Internal Strategic Factor Analysis Summary (IFAS) and External Strategic Factor Analysis summary (EFAS). The results from IFAS, EFAS were 1.96 and 1.16 which indicated that the company was in the quarter I position (positive, positive) where the company is in a strong position and opportunity. So it can be formulated the strategy used for the company is an aggressive strategy or growth strategy that is the expansion of new territory using the extensive network and the experience of the area that Kurirta Bulukumba has.*

**Keywords:** SWOT, IFAS, EFAS, Aggressive Strategy.

## Abstrak

Penelitian ini bertujuan: (1) untuk mendeskripsikan pengelolaan usaha jasa pada Kurirta Bulukumba, (2) untuk menganalisis lingkungan internal dan eksternal pada perusahaan jasa Kurirta Bulukumba, (3) untuk menentukan formulasi strategi pengembangan usaha yang digunakan pada perusahaan jasa Kurirta Bulukumba, dan (4) untuk mendeskripsikan hasil analisis Strengths, Weaknesses, Opportunities dan Threats pada perusahaan jasa Kurirta Bulukumba. Jenis penelitian ini adalah penelitian kualitatif dengan pendekatan deskriptif. Jumlah sampel dalam penelitian ini 15 orang dari karyawan Kurirta Bulukumba dan Mitra. Pengumpulan data dilakukan dengan menggunakan observasi, wawancara, angket dan dokumentasi. Analisis data dilakukan dengan menggunakan metode Analisis SWOT dengan alat bantu Internal Strategic Faktor Analysis Summary (IFAS) dan External Strategic Faktor Analysis Summary EFAS. Hasil dari IFAS, EFAS sebesar 1,96 dan 1,16 yang menunjukkan bahwa perusahaan berada pada posisi kuadran I (positif,positif) dimana perusahaan berada pada kondisi yang kuat dan berpeluang. Sehingga dapat dirumuskan strategi yang digunakan untuk perusahaan yakni strategi agresif atau strategi pertumbuhan yaitu perluasan wilayah baru menggunakan jaringan yang luas dan pengalaman daerah yang dimiliki Kurirta Bulukumba.

**Kata Kunci :** SWOT, IFAS, EFAS, Strategi Agresif.

## INTRODUCTION

The rapid development of the business world is characterized by rapid advances in science and technology, one of which is in the service industry. With the development of service industry growth creates competition in the sector increasingly competitive. All service companies must continue to provide quality service to customers to satisfy customers. One of the fastest-growing service industries is freight delivery. The rapid development of E-Commerce opens up huge opportunities for the logistics industry, especially for courier and expedition companies.

During the pandemic, mobility became restricted so that some people chose to shop online, both through e-commerce and social media. There's a pandemic, triggering a shift in the trend of delivery needs that has increased the demand for Same Day Delivery delivery services. Such a phenomenon, makes the number of fast delivery companies huge. The growth of the courier business shows the strong competition in the logistics sector.

It requires every company that operates in this industry to have a competitive advantage in order to maintain its existence against increasingly competitive industrial competition. Managers in a company need to determine how a company can create competitive advantages that are not only unique and valuable, but also difficult to imitate or search for subtleties so that they can last long. It is therefore necessary to analyze the appropriate strategy as a compass or guideline of technical steps, so that

the direction aimed and the steps taken in the company's operations become clear and focused.

Every company in its commercial activities requires a strategy that is capable of placing the company in the best position, competitive and continuously growing by optimizing the full potential of its resources. When formulating a competitive strategy, the company needs to understand internal and external conditions. "Strategic management enables organizations to look objectively at the activities carried out and analyze the benefits of operational costs." (Sumartik, 2019).

Courier companies have faced many challenges in recent years, such as increased competition and the need for cost-effective solutions." (Sarasola & Doerner, 2019). The strategy in corporate development covers various aspects that need to be taken into account to improve the efficiency and competitiveness of the company. "Service companies must compete in providing the best service in order to embrace courier services to maximize performance to be able to compete." (Pratama dkk, 2020).

Ratnawati (2020) also conducted research related to SWOT Analysis. This research aims to formulate alternatives to competitive marketing strategies and appropriate corporate policies using SWOT analysis methods. The results of data analysis in this study show that the marketing strategy to be applied by the company in its research is aggressive growth strategy, this strategy involves exploitation of the strengths and opportunities available to increase market share and overcome internal weaknesses. This strategy can be done by making investments in research and development activities, entering new industry segments either related or not optimizing the organizational structure. According to Titisari dkk (2022) using this strategy, the company can leverage internal strengths and external opportunities to rapid expansion.

Suci DKK (2020) says that SWOT analysis is a suitable method for analyzing such factors. These factors can be taken into account in the process of planning and developing strategies to anticipate change and take advantage of existing opportunities. Thus, the researchers can learn about the constraints on the Kurita Bulukumba service company and can establish the right business development strategy for the company.

New companies will be more likely to disappear from business competition if they are unable to overcome barriers properly or to control the situation in the competition of.

## RESEARCH METHOD

According to (Suharsaputra, 2014:194) research design is a plan, preparation and strategy of investigation to answer research questions. Qualitative research design can be case studies or topical studies. A case study is a detailed study of a single background or subject. The subject of the case study can be an individual, a family, a public health centre, a nursing home or an organization.

In qualitative research, the limit of the problem is called the focus. This focus contains the substance of a problem that is still common, but provides a clear picture of what is to be researched. The study will focus on the internal aspects of Kurirta Bulukumba's company.

From time to time, company management strategies evolve and change based on company experience, company knowledge, strengths and weaknesses of resources and competitiveness of companies. Therefore, managers in a company play an important role in developing a company's strategy to deal with unpredictable or unanticipated circumstances.

The external environment affects an organization so that it can survive and thrive through its adaptation to the environment. "In the business world, the external environment is associated with uncontrolled dimensions such as social, economic, regulatory and political systems." (Riyanto dkk, 2021:11). There are many criteria that can be considered as external factors, but some of the most prominent and important factors are economic conditions, legislative regulations, surrounding infrastructure and stakeholder requirements.

According to Sugiyono (2021:285) in qualitative research, symptoms cannot be separated from the overall social situation being studied. Qualitative researchers must pay attention to the interrelated and interacting aspects of places, perpetrators and activities. These aspects form the entire social situation that is the subject of research.

Data collection techniques are an early step in research, because the primary purpose of research is to obtain data.

According to Sugiyono (2021:320) stated that data analysis is a systematic and structured process to process and understand data obtained from various sources, such as interviews, field records and documentation. The goal is to find the meaning, patterns and relationships contained in the data. Nasution (in Sugiyono, 2021:320) also argues that data analysis in qualitative research is done from before entering the field, during the field and after completion in the field.

Conclusion drawing is an important part of a study. The aim is to answer research questions and provide research results to readers. The conclusion was drawn by making a description of the strategy of management and development of the enterprise to be given to the Bulukumba Kurirta Expedition.

## RESULT AND DISCUSSION

Environmental Analysis Strategy is an important step in the development of Kurirta Bulukumba services company. It helps companies understand external opportunities and threats as well as internal strengths and weaknesses, so that they can formulate the right strategy to their goals. SWOT analysis is a method used in evaluating strengths, weaknesses, opportunities and threats to organizations and. The purpose of SWOT is to understand the situation of a company thoroughly by identifying internal and external factors facing the company, developing effective strategies in achieving the company's goals and enhancing competitiveness by understanding the strengths and weakties of the company as well as the opportunities and the threats facing it.

In identifying and evaluating the internal strengths and weaknesses as well as the external opportunities and threats of a company, it is necessary to do a weighting of each internal and external factor based on its interests. This weighting is based on the analysis of IFAS and EFAS itself, the weighting given ranges from 0.01 (not important) to 1.0 (very important). In determining the weight on each factor, the author uses a tool, namely by giving a significant rate (1 – 3, significant – very significant) that helps to make it easier for the author to determine the weight of each factor so that the resulting value on the weight is equal to 1,00.

Based on the quarter matrix above, it can be said that the position of the company is in quarter I (positive, positive) this indicates that the company in a strong condition and opportunity. The company that is in a quarter position I means that it has a strong position because it has good internal strengths and beneficial external opportunities. The correct company strategy in the position I is the aggressive strategy, where the company has the strength and opportunity so that it can direct all the internal potential to take advantage of the opportunities that exist to support aggressive growth policy. Growth strategy or growth strategy where to rely on external opportunity and internal strength is also the right strategy in this company.

The development of Kurirta Bulukumba services has great potential, but there are several factors to consider. By implementing the right strategy, Kurirta Bulukumba services can flourish and benefit the community and the economy of the region. Kurirta company development has great potential to boost the local economy and create new jobs.

## CONCLUSION

Based on the results of the study entitled Strategic Environment Analysis in Corporate Development Kurirta Bulukumba, the authors conclude that the study analyzes both internal and external strategic environment in the development of curirta companies in bulukumba. The analysis was carried out using the SWOT framework with the help of IFAS and EFAS analysis. The results of the analysis showed that Kurirta companies have great opportunities and strong internal strengths to thrive. The right strategy that can be given to a company is a growth strategy or growth strategy where to rely on external opportunities and internal strengths.

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