

Capability in Implementation Business Unit Strategy (SBU) in Services Factory

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Abstract

Background – The Service Level Agreement (SLA) for internal maintenance & fabrication services has not been fulfilled due to the lack of optimal synergy between functions that are still separated. Revenue targets from external maintenance & fabrication services have also not been met because HPP is unable to compete with other companies. Ineffective and efficient HR factors have made several external project targets missed. Optimize resources and maximize company value.

Objective – To analyze and evaluate the role of the JPP Business Development Strategy into a Business Unit Strategy (SBU) using a SWOT analysis perspective in order to improve the Service Level Agreement (SLA) so as to optimize the synergy of internal and external fabrication services within the Pupuk Indonesia environment.

Design / methodology / approach – In the opinion of Hashemnezhad (2015) qualitative research is concise and practical because in the study the researcher frees the informant or resource person to tell stories freely and interacts with the experiences experienced by the informants to the researchers, thereby creating a sense of comfort for the informants towards the researchers. The purpose of a study will determine how the research paradigm is, the paradigm itself is how the is able to position and proposition his research to be able to achieve the assumptions and truths of the science researcher that the researcher wants to achieve (Kamayanti, 2016).

Findings – The results of the SWOT analysis show that the business development strategy of JPP to become an SBU of PT. PG is located in quadrant I. This shows that a suitable strategy for developing a business is an aggressive strategy. This means that the right strategy is the SO strategy, with the strengths and opportunities possessed by JPP to become an SBU will support an aggressive strategy.

Research implication – It is hoped that the JPP Management can pay more attention and focus on the vision and mission that has been created so as to make the achievement of the initial goals created by JPP. In this way, it can provide continuity and be able to win the competition with competitors and it is also hoped that the JPP management can expand the network for the benefit

of controlling the area or area that becomes a niche market. Because by expanding the network of partners will make JPP stronger and increase additional turnover outside of PT. PG.

Limitations Of Research – The results of this study can be used as comparison materials and references for research, and as consideration for further deepening further research by using additional variables in influencing business development strategies, to become a business unit strategy whose final result aims to increase revenue turnover of a factory service PT. PG.

Keywords: Business Unit Strategy, Strategic Management, Business Development Strategy, SWOT Analysis.

Introduction

Industry service is one factor supporters development Indonesian economy (Tambunan, 2005). There are various type transaction in business trading one of the services is sell buy services . In business sell buy No can separated from activity trade (Needle, &Burns, 2010). Buy and sell is very common activity, deep interpersonal relationships activity business is also growing very rapidly (Hardyanti , 2019).

Development business in Indonesia is increasing real lately This Because complexity, competition , change and uncertainty (turbulence). circumstances This can create intense competition between company , fine Because the more many competitors , increase in product volume , as well as the more fast development technology (Birkmann et al, 2010). this will make company more notice possible environment influence companies and companies will know like what is the marketing strategy and how should implemented in the company . (Aidha, 2016:30).

Economy is activity produce goods and services For can fulfil need society (Zasada, 2011). Goods and services distributed to those in need. In a growing business world competitive moment this , if business want to develop , grow and own Power competitive , must can develop business (Drayton, 2002). Definition development business in a manner general is series internal tasks and processes develop and implement opportunity growth (Anderson, & Merna, 2003). But in reality it is very difficult For start business from zero or develop business new (Hidayati , 2018:5).

There are many constraints, like lack of funds, lack power work , and performance bad company. However all constraint the can overcome with develop and implement a development strategy good effort (Nikolaou, Ierapetris, &Tsagarakis , 2011) .

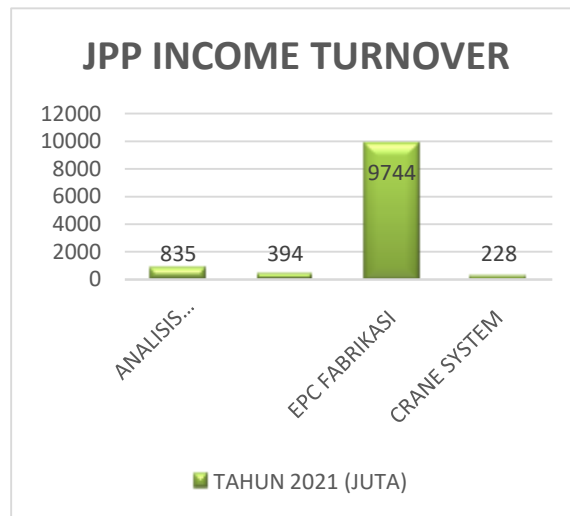
Company must recognize its strengths and weaknesses in competition business (Fleisher, & Bensoussan, 2003). This is very helpful company For recognize business they catch opportunities that arise, and reduce threat (Floridi, et al, 2018). Defining competitive and decision-making strategies decision need effective manager For understand weaknesses, strengths , threats and opportunities company , as well superiority competitor potential involved

(Kourdi, 2015) . Companies can said succeed in carry out its development strategy For satisfying its customers (Matzler , &Hinterhuber, 1998). The more Lots satisfied customer with product, increasingly succeed apply the strategy. This canincrease potency more income (profit). high (Hidayati , 2018:7)

PT PG is factory fertilizer in Indonesia which was inaugurated by the President Republic of Indonesia, HM. Suharto on 10 July 1972. PT PG now occupy land wide more of 450 hectares in Gresik Regency - East Java. Currently total production reached 8.9 million tonnes/ year, consisting of from fertilizer 5 million tonnes/ year and non - fertilizer 3.9 million tonnes/ year. This subsidiary of PT Pupuk Indonesia (Persero). incarnated become company solution agro industry For support implementation of resilience programs food national and development industry agriculture .

Answer business world challenges more fertilizer competitive, PT. PG developed business engineering services. December 28 2020 PT. PG has open a new division namely Services Factory (JPP). Study focus done on children company PT. PG namely Services Factory (JPP). This JPP is merger entity that does function maintenance and manufacturing factory, which was before broken down and only provided internally by PT. PG. However in line with effort transformation business company, JPP also has customized For serve party external.

Service Level Agreements (SLA) for internal maintenance and service manufacture No fulfilled Because less than optimal synergy between still functions separately (Balis, et al, 2018). Revenue targets from service neither outsourced maintenance and manufacturing fulfilled, because the HPP is not can compete with another company. A number of objective project external No fulfilled Because HR factors that are not efficient and effective. The following is turnover / income data external sources received by JPP in 2021:



Source :JPP Internal Data PT. PG

Phenomenon This Can become source other income for company For change business in the middle competition sales and threats subsidy fertilizer from government Because company must can survive and even Keep going grow .

PT. PI (Persero), parent company Pupuk Indonesia, wants JPP to become a Strategic Business Unit (SBU). SBU is a separate and independent business unit within PT . deep PG optimizing source power and maximize mark company . Question does JPP have to to be SBU and thisat first become problemfrom party employee and become highlight from party union worker. Highlight the related with the status of employees , concerns about Power competitiveness and sustainability business after JPP became SBU, and problems allowance employee .

According to Tukker, &Tischner, (2017) states that Business Unit Strategic is the inside strategy development business something company in form separate business units or divisions still own segment business , market, consumer , or competitive area or different services in company that provides it. Existence of business units strategic need SWOT analysis as argument fundamental For taking decisions (Comino, & Ferretti, 2016).

There are two factors main can influence four element base SWOT analysis (Jackson, Joshi, & Erhardt, 2003). External and internal factors that influence strengths , weaknesses , opportunities and threats are : Both come on stage more Good in studies when strength they more big from weakness them (Sharma, &Sehrawat , 2020).

because it, according Calantone, Garcia & Dröge, (2003) maximizing internal forces generate results distant research more ok . factor external (opportunities and risks); This is factor from outside entity and not related direct with subject investigation, he consists of two items: threats and opportunities (Birkinshaw, Hood, & Young, 2005).

There are opportunities and threats the naturally provide the necessary data made study To use strategize for overcome them (Mian, et al, 2020). External factors covers a number of matter like trend, culture, social politics, ideology and economy, sources of capital, regulations government , development technology, events that occur, and the environment (Armitage, D. et al, 2005).

According to Coleman, & Kariv, (2014) Several that internal factor Alone including source finance or finance alone , strength or internal organizational weaknesses , and experience before (ok success nor failure).

Based on background behind problem such, then researcher feel interested For do study regarding “The Company's Capability in Implementing Business Unit Strategy (SBU) in Services Factory ” (Case study on the Services Compartment Factory PT. PG).

Literature Review

A. Strategy Management

According to Ansoff, (1957) strategy is tool For reach objective period covering length expansion geographic, diversification, acquisition, development product, market potential, reduction business , invested liquidation and joint ventures. Miller, Hickson, &Wilson, (2008)

this strategy is action potential need decision management level top and source Power company with large amount. Whereas according to (Wright, 1984) defines strategy as something determination process leaders plan goal focused pinnacle period long organization, accompanied drafting something ways and efforts to achieve goals the can achieved .

Rothwell, et al, (2015) stated that One objective management in something organization that is achieved in a manner effective and efficient. Effective means do right job (doing the right things), meanwhile efficient is do work with Correct (doing things right) (Rämö, 2002). Management strategic is series formulated decisions and actions based on consideration internal and external environment organization For reach objective organization in long term (Wheelen, et al, 2017). organizational goals in period long the concerns advantages competitive, in order to be stay in the middle intense competition (Shehabat, 2020). Management strategic basically different with management in general. Management strategic in a manner Specific directed For address change dynamic environment and or address demands enhancement performance organization (Gunasekaran, Lai, & Cheng, 2008). Management strategic own characteristics including:

1. Characteristic long term
2. Characteristic dynamic
3. Need driven by elements of management level peak
4. Future oriented
5. Always must encouraged and supported in implementation by all source Power available economy.

B. Business Development Strategy

Business development is the process of implementing an effective strategy throughout company For push growth and improve income. this process involve team For chase opportunity to help business become grow, discover prospect new, and convert more Lots prospect to customers (Rainey, 2010).

Strategy is method leader business company realize his philosophy. Understanding This more emphasis on strategy should be related with decision faced big individual or organization in do business that is fateful decision failure and success individual or organization (Hannah, 1976). Development can interpreted as something business For increase ability conceptual, theoretical , technical and moral individuals in accordance with need work or position through education and training (Werdhiastutie, Suhariadi, &Partiwi , 2020).

Pritchard, & Armistead, (1999) states that strategy is implementation from choices function and some business process activity best which is translation from needs and expectations consumer external , the holders stock and all member organization that is part from internal consumers.

Development strategy have function formulation and in consider internal factors as well faced externally companies (Koufteros, Vonderembse, & Jayaram, 2005). For it's a development strategy business This can influence life organization in period long, at least for 5 years thus, the nature of development strategy business This future oriented (Merwe , 2002). Before know the

development strategy must effort done, a businessman must know environment the business especially first.

Januškaitė & Užienė, (2018) stated that environment is very important factor to condition business Because factors This really determines the strategy that will be run so that can concluded that For improve business strategy determined by forces environment. Environment business in a manner general divided into two types.

First, the environment external according to (Januškaitė, &Užienė, 2018) namely all happenings outside company that owns potency For influence company. Analysis environment external need done For identify opportunities and threats faced big something organization to change environment external company so that manager can formulate strategy take profit from various opportunity it and dodge or minimize impact from threat emerging potential.

Second, analysis company's internal environment aim For identify a number the strengths and weaknesses contained in the resources and internal business processes that are owned company (Januškaitė, & Užienė , 2018).

C. SWOT analysis

SWOT analysis is method planning strategy use For evaluate strengths, weaknesses, opportunities and threats in a project or something speculation business (Longhurst, 2020). Fourth factor that's what forms acronym SWOT (Strengths, Weaknesses, Opportunities and Threats). this process involve determination specific goals from speculation business or project and identify internal and external factors that support and do not reach objective (Olawale & Sun, 2010).

Strength (strength) in matter This interpreted as strength or matter salient positive from company / product that can made as a competitive advantage (strength compete).

Weakness (weakness) opposite of strength, weakness is lack or things that are not / haven't been owned company For compete in the market.

Opportunity (opportunity) is considered as part from environment external company that can become potency For increase profit, market share or growth.

Threat (challenge) is vice versa of opportunity, which is hindrance or threat for company in expanding market or earn profit.

According to Trotter, (1981) a typical SWOT analysis is directions/ recommendations For maintain power and add profit from opportunities that exist, meanwhile reduce power and dodge threat. If used with right, a SWOT analysis will help We For see forgotten sides or No seen during this. Guest, (1997) Analysis This characteristic descriptive and sometimes will be very subjective, because Can so two people analyze A organization will looked different fourth part the. this reasonable happened , because SWOT analysis is A analysis to be gives an output of the form directions and no give deep “ magic ” solution A problems (Mariantha , 2018: 14).

Indicator SWOT analysis

SWOT analysis considers factor internal environment and environment faced externally in this world business. Jaber, Elkarmi, Alasis, & Kostas, (2015) SWOT Analyst preceded with identification position company / institution through internal and external factors. The indicators used in research this based on explanation among others:

a. Internal factors

Internal factors are originating factors from in field the intended business is Can like mastery, source power, land buildings, equipment, financial, skills, mastery management and networking owned social.

b. External Factors

External factors is originating factors from outside field the intended business is Can like regulation government, risk, competition, and prospects economy.

SWOT Matrix is combination between internal factors ie strengths and weaknesses with external factors that is opportunities and threats so that will form four alternative strategy of combination both of them namely the SO strategy (Strength Opportunities), ST (Strength Threats), WO (Weakness Opportunities), and WT (Weakness Threats) (Rangkuti, 2001).

The IFAS (Internal Factor Analysis Summary) matrix is identification internal factors are needed For know power that can used in overcome weaknesses in the company with method carry out the identification process to various existing factors within a functional area company like source Power people, location, production, marketing, finance, and management (Bastian, & Shallyana, 2021).

Matrix (External Factor Analysis Summary) identification external factors are needed For develop opportunities that can utilized For overcome possible threat will come. External factors This divided over two environments that is, the environment macro (incl factor demographics, factors economics, factor nature and factors politics) and the environment micro (included condition companies, consumers, competitors, and products substitution) (Bastian, & Shallyana , 2021).

D. Unit Business Strategy

According to opinion expressed by Lindgreen, & Wynstra, (2005) in the book Business: Its Nature and Environment : An Introduction, Company defined as A processing organization change expertise and resources. Power economy become something goods / services For satisfying or fulfil satisfaction buyer, with hope give profit to owner. Where as business interpreted as whole activities organized by the people involved in field commerce (producers, traders, consumers, and industries where are companies), in framework repair standard and quality life them (Poirier & Bauer, 2000).

In the realities of the business world moment this company can shared into 2 types (Rud, 2009). First, the company owns more from One field different business, so company This often called

conglomerate, holding company or group. Kind of company This own a number of child company. Second, the only company own One type field effort. In the future it is very possible company type second This become company type First in accordance with development business them (Rud, 2009).

Fisher, & Govindarajan, (1993) Companies that own a number of child company signify that He own several business units strategic (Strategic Business unit) or SBU abbreviated. SBUs are child company from company parent. goods or services produced each SBU normally different. Fisher, & Govindarajan, (1993) In one condition made possible by the SBUs produce goods which are part from goods mainly produced by the company parent. Each SBU has HR, finance, production / operations functions nor neglected marketing from functions owned by other SBUs.

SBU got formed when company already very developed, so that the company the Already own many divisions, some divisions can be combined become one SBU, or even can formed several SBUs. Development strategy company become some SBUs make control finance, HR, production / operations become more easy (Fisher & Govindarajan, 1993).

Strategic Business Unit (SBU) has characteristic features certain features the consists from 5 aspects, namely:

1. External Focus

External Focus is management and organization an SBU that refers to the problems that arise Because factors external. Changes that occur in the producer market and or changes attitude and behavior consumer to product certain is possible examples anticipated with formation an SBU.

2. Identifiable Competitor

Identifiable Competitors are SBUs by design such shape so that the competitors of the SBU can identified.

3. Autonomous Profit Center

Autonomous Profit Center is an operating SBU as something business alone as well as goals and objectives led by one manager. An SBU maybe aim increase market share, while other SBUs aim For increase profit.

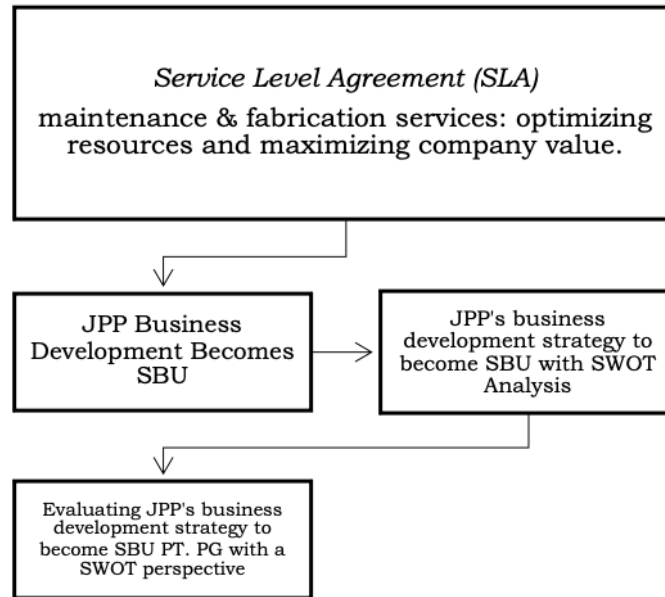
4. Distinct Marketing Strategy

Distinct Marketing Strategy is an SBU that has a marketing strategy separate and different with business units other.

5. Separate Accounting

Separate Accounting is a competing SBU as a standing unit alone and must can counting and tabulating advantages and costs it self, so must capable own system separate accounting from other units .

Based on topic on so can depicted Framework Conceptual as following:



Research Methodology

According to opinion Hashemnezhad (2015) research qualitative characteristic concise and practical Because in his studies researcher liberate informant or source person For tell a story in a manner free and interactive experienced experience informant to researcher, so creates a feeling of comfort for informant to researcher.

The type of data used in study This is primary data, namely data obtained researcher in a manner direct from respondent or location research (Wardiyanta in Samaji, 2015: 32). Primary data collection was carried out with technique survey through interview and submission questionnaire to respondents who were in the JPP Unit. Services Unit Factory (JPP) is a service unit factory For serving both internally and externally external Petrochemical Gresik.

Study This done with interview source infoman from internal, namely BR, (SVP JPP) as key informant 1, TDS, (VP Engineering and Business) as key informant 2, MQ, (AVP RENDAL JPP) as key informant 3. Likewise with Key Informant User Users (Parties External) RM and BL (PT. BCM) as key informants 4 and 5, LZ and MK (PT. Limpo) as key informants 6 and 7, and also BM and BS (PT. Wina) as key informants 8 and 9. Time Study conducted in May - October 2022 to coincide in Object service research Factory PT compartment PG.

The analytical method used in study This is method analysis descriptive and SWOT analysis. Data analysis techniques using analytical methods descriptiveis one method solving problem with method describe subject or object study moment This with visible facts (Soejono and Abdurrahman in Pradikta, 2013:37).

In research this, method analysis descriptive used For obtain description evaluation company related to the JPP object unit business strategy. Services Unit Factory (JPP) is a service unit factory For serving both internally and externally external Petrochemical Gresik. By using analysis descriptive, then the data will be served in the form of written words from observed behavior (Pradikta , 2013:37)

According to Sugiyono (2016; 337) technique analysis descriptive own component analysis as following:

a. Data Reduction (data reduction)

Summarize , choose the main things , focus on the things that are important , searched for themes and patterns and discarding those that are not need so that the data has been reduced will give more picture clear , and easy researcher For do further data collection, and look for it when required . Thus data reduction begins since researcher focus on research areas .

b. Data Display (data presentation)

At stage data presentation, researcher try compile relevant data For produce information that can concluded and have meaning certain.

c. Conclusion drawing/verification

Withdrawal conclusions and possible verification data can answer formula formulated problem since early, however maybe not, because troubles and troubles in study qualitative Still characteristic while and will develop after study are in the field .

d. Data Triangulation

Triangulation in testing this credibility interpreted as check data from various source with various ways and various time (Sugiyono, 2016; 372). In research this, researcher use triangulation source.

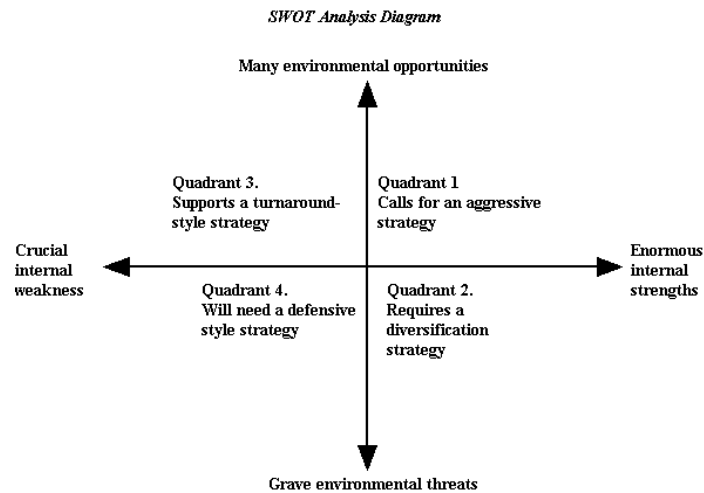
e. Member Check Stage

The member check stage is used For check truth from information results interviews that have collected for researchers own level enough trust.

SWOT analysis

SWOT is abbreviation of Strengths (strengths) and Weaknesses (weaknesses) of the internal environment and Opportunities (opportunities) and Threats (threats) of the environment external in the business world (Rangkuti , 2014:20).

Deep SWOT analysis study This used For know development strategy method with method analyze factor external form opportunities and threats as well as internal factors in the form strengths and weaknesses.



Quadrant 1: shows very favorable situation Because company own opportunities and strengths, so in position This company must support policy growth aggressive.

Quadrant 2: In position This company own threat, however Still There is strength from internally so threat the can overcome with existing power. Right strategy For position This is a diversification strategy (product/market) with use strength For utilise opportunity period long.

Quadrant 3: The company owns opportunity big However There is internal weakness so company must choose the right strategy so that the weaknesses exist No reduce opportunity magnitude (turn around). Right strategy For position This is company minimize internal problems so can snatch more market opportunities ok.

Quadrant 4: Position This is very disadvantageous position Because company must face various threat with weak internal state. A must strategy applied support a defensive strategy.

Results and Discussion

Interview or Also known as an interview is a dialogue that is carried out interviewer to intended sources For looking for data about variable background behind (Arikunto, 1996:99).

Development Strategy JPP Business PT. PG

1. Internal Factor Analysis

Analysis on strengths and weaknesses the made base For determine what the internal strategy will be run by the company later. Identification results strengths and weaknesses entered as factor factor given internal strategy weights and ratings, so obtained results identification as following:

No	Internal Strategy Factors	BR	Ratings	Score
Strength				
1	Have competent and experienced human resources	0.10	2	0.20
2	Have capable human resources estimate cost work fabrication	0.09	2	0.18
3	Own network wide with stakeholders	0.11	2	0.22
4	Own the best fabrication workshop capacity and facilities	0.11	2	0.22
5	Own connection good cooperation _ with partners	0.10	3	0.30
Sub-Total		0.51	-	1, 12
Weakness				
1	Don't have yet product superior	0.12	3	0.36
2	Many HR have not certified	0.12	3	0.36
3	Nothing yet system management integrated	0.11	4	0.44
4	Demographics employee No equally	0.14	2	0.28
Sub-Total		0.49	-	1, 44
Total		1	-	-0, 32

2. External Factor Analysis

Analysis on Opportunities and threats the made base For determine what the internal strategy will be run by the company later. Identification results strengths and weaknesses entered as factor factor given internal strategy weights and ratings, so obtained results identification as following:

No	External Strategy Factors	BR	Ratings	Score
Opportunity				
1	Have a captive market in the internal fertilizer indonesia group	0.17	3	0.51
2	Request service still fabrication _ Lots	0.17	4	0.68
3	Request rent tool the weight of the mobile crane from the user is still Enough tall	0.13	2	0.26
4	Lots of needs request tool heavy such as dozers, wheel loaders etc	0.09	2	0.18
Sub-Total		0.56	-	1.63
Threat				
1	There are competitors fabrication that offers price more competitive	0.09	3	0.27
2	There are competitors fabrication using _ technology more modern	0.13	2	0.26
3	Licensing still business _ need maintained and equipped	0.13	2	0.26
4	There are competitors possible fabrication _ fulfil user needs with time more fast	0.09	3	0.27
Sub-Total		0.44	-	1.06
Total		1	-	0.57

Based on analysis internal factors (IFAS), factors strength (S) has value 1.12, meanwhile factor weakness (W) has value 1.44. this means strength own more value small from the weaknesses. Whereas analysis factor (EFAS) on the business development JPP business acquired score on factors opportunity (O) of 1.63, score on the factor threat (T) of 1.06. So that in development JPP business from factor external that is exists opportunity more influential compared to with threat.

Formulation Alternative Development Strategy:

Based on results analysis internal and external factors so can identified development strategy business with see the factors that are strengths, weaknesses, opportunities and threats that matter to development JPP business.

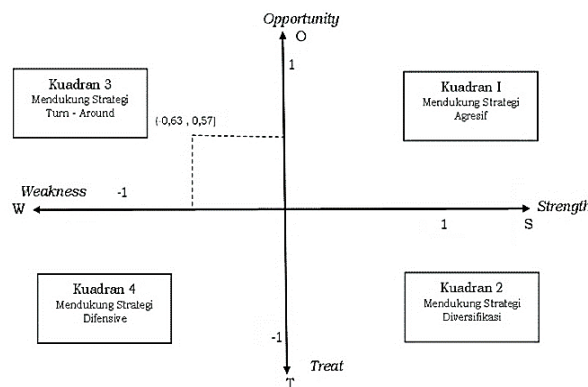
Analysis SWOT matrix with alternative strategy can seen in the table:

<p>Internal factors</p> <p>External Factors</p>	<p>Strength (S)</p> <ol style="list-style-type: none"> 1. Have competent and experienced human resources 2. Having human resources capable of estimating the cost of fabrication work 3. Has a wide network with stakeholders 4. Having the best fabrication workshop capacity and facilities 5. Have a good cooperative relationship with partners. 	<p>Weakness (W)</p> <ol style="list-style-type: none"> 1. Don't have a featured product yet 2. Many human resources are not certified 3. There is no unified management system yet 4. Employee demographics are uneven.
<p>Chance (O)</p> <ol style="list-style-type: none"> 1. Has a Captive market in the internal fertilizer group Indonesia 2. There are still many requests for fabrication services 3. The demand for mobile crane heavy equipment rental from users is still very high 4. Many demand for heavy equipment such as dozers, wheel loaders, etc. 	<p>SO strategy</p> <ol style="list-style-type: none"> 1. Develop competent human resources 2. Increase cooperation with to develop business 3. Improve quality and quantity to meet demand 	<p>WO strategy</p> <ol style="list-style-type: none"> 1. Increase the number of professional workers 2. Improving uncertified human resources 3. Create an integrated management system
<p>Threat (T)</p> <ol style="list-style-type: none"> 1. There are fabrication competitors who offer more competitive prices. 2. There are fabrication competitors that use more modern technology. 3. Business permits that still need to be managed and completed 4. There are fabrication competitors that can meet user needs with a faster time 	<p>ST Strategy</p> <ol style="list-style-type: none"> 1. Searching the network for service partners 2. Adjust prices with more competitive competitors 	<p>WT Strategy</p> <ol style="list-style-type: none"> 1. Optimizing the number of workers to help in competition 2. Conduct promotions in order to increase the number of service partners.

Discussion

SWOT Diagram Analysis

Explanation about results calculation mark factor external and internal factors for get the right strategy For develop something business use SWOT diagram analysis. Value obtained from calculation internal and external factors obtained Strength - Weakness as the resulting horizontal axis (x). with method reduce between strengths and weaknesses from internal factors , then axis vertical (y) namely the resulting Opportunities-Threats with reduce between opportunities and threats from factor external. The SWOT analysis diagram shows that development strategy JPP's business lies in quadrant 3. This showing that the most suitable strategy for develop business is strategy.



Picture: SWOT Analysis Results Diagram

Turn-Around, meaning the right strategy For chosen is a WO strategy, with JPP 's weaknesses and opportunities. The Turn-Around strategy obtained (Quadrant 3) is based on the SWOT matrix in the table that can be applied to business the with way:

1. Add amount power professional work
2. Improving HR that has not certified, Develop competent human resources with method tool operator recertification weight, training program and knowledge sharing with senior employee.
3. Make system management integrated.
4. Increase cooperation with selected partners and suppliers For operate business business become more competitive.
5. Maintain and strengthen connection good cooperation with partners external.
6. Expand stakeholder network in order to be able to open market opportunities and captive market in External PT. PI Group.

Business strategy is ability entrepreneur / company in analysis environment external and internal companies, formulation (formulation) strategy, implementation (implementation) plans are designed For reach goals companies (Siregar et al, 2021) as well do evaluation For get bait come back in formulate a strategy that will come. Variable This be measured with 3 dimensions namely: differentiation, low cost, and focus strategy (Siregar et al, 2021).

Changes that occur in environment business has resulted existing companies For make an effort adapt strategy with change the. Appelbaum, St - Pierre, & Glavas, (1998) A good strategy is a viable strategy For adapt self with various change environment business going on For reach superiority compete. Superiority compete only can achieved through effort brainstorming about design and strategy for can realize superiority keep competing continuously (sustainable competitive advantage). Thus, company can dominate the old and new markets.

Experts strategic planner believes that philosophy general description business or business company reflected in the mission that must be can translated into statements in a defined business strategy . Houben, Lenie, & Vanhoof, (1999) stated strategic planning that term strategy long lowered from business company For look for base superiority compete of the generic strategy that is chase For reach cost low (overall cost leadership) in business , chase For create unique product For varied customers or differentiation and pursuit For serve request specifically on one or a number of group consumer or industry . In line with study the, Porter gives overview of business strategy from results research he developed called as a generic strategy, namely leadership strategy cost, differentiation and focus. Miller, (1987). modify framework work from Porter with put forward two types from differentiation as change dimensions a focus based on marketing and innovation.

Smith, (1997) Evaluation efficient and effective performance so needed management (management) of evaluation strategies suitable performance with characteristics the business concerned. Alkhafaji, & Nelson, (2013) strategic management as bunch decisions and activities in formulate and implement designed plans in reach objective company. Management strategy usually connected with approach integrative management that puts forward in a manner together whole element, like planning, implementation, and control a business strategy.

Sanchez, & Heene, (1997) Strategic management aims for identify why in competition a number of company Can success temporary part other experience failure. Strategic management role is trend watching and invisioning, translation vision and strategy to in plan action and management resource for realize vision organization, through characteristic approach holistic and systemic.

Reason will necessity approach system in implementation strategic management is For face environment complex and turbulent business, planning and implementation plan need consensus,

and output something organization virtual or not structured. The strategic management process begins with observation against environment external and internal of the company, continued with strategy formulation, strategy implementation, as well ends with evaluation and control.

Based on results study showing that SWOT analysis: found a suitable strategy for develop business is an aggressive strategy. That means the right strategy is a WO strategy, with weaknesses and opportunities owned by JPP to become SBU support JPP's Turn-Around strategy. Based on analysis descriptive WO strategy should be run by PT. PG Services Service Compartment Factory (JPP) for get service sale from external environment in PT. PI, besides it can too support JPP's competition with competitors at the level External in order to get more market niches broad.

Conclusion

Based on results study This so can taken conclusion as following :

The results of the SWOT analysis show that development strategy JPP's business becomes SBU PT. PG is located in quadrant 3. This is showing that strategy is suitable for develop business is the Turn-Around strategy. That means the right strategy is a WO strategy, with the weaknesses and opportunities that JPP will have supports Turn-Around strategy. Turn Around strategy obtained based on the SWOT matrix is as following:

1. Add amount power professional work.
2. Improving HR that has not certified, develope competent human resources with method tool operator recertification weight, training program and knowledge sharing with senior employee.
3. Make system management integrated.
4. Increase cooperation with selected partners and suppliers For operate business business become more competitive.
5. Maintain and strengthen connection good cooperation with partners external.
6. Expand stakeholder network in order to be able to open market opportunities and captive market in External PT. PI Group.

Research Implications

Expected party JPP management got attention and focus more on the weaknesses that exist for become material evaluation. Efforts to improve and apply the right strategy can give continuity business for ahead and can win competition, as well expected party JPP management can expand

network the market to use interest dominate captive markets. Because with expand network market will making JPP even better survive and improve turnover addition.

Study This can give contribution in a manner scientific about knowledge knowledge field strategic management and HR.

Research Limitations

Study This only focuses on related Company Evaluations Determination of Service Unit Business Strategy Factory (JPP) with use Perspective SWOT analysis. Expected study furthermore can add competitive advantage variable, sustainability business (sustainability), differentiation product services and Service Quality.

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