

## ANALYSIS OF MANAGEMENT STRATEGY IN FACING BUSINESS COMPETITION (CASE STUDY AT PT. TRIPUTRA LESTARI BANDAR LAMPUNG)

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### Abstract

By looking at the competition that occurs in the business industry today, in addition to prices, competition also occurs in services. This led to the management of the company PT. Triputra Lestari Bandar Lampung is challenged to strive competitively in the face of competitors. One of them is by analyzing the company's strategy. Strategy is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve company goals. With information services through effective and efficient management able to offer to the market at competitive prices. This study aims to determine the analysis of strategy management in facing business competition and the implementation of its strategy. This research is qualitative research with a descriptive approach. The method used is a case study. While descriptive analysis is used to analyze data because the author of this study analyzed management methods at PT. Triputra Lestari Bandar Lampung in order to face business competition. The result achieved is that the company must contribute to local market research through the development of custom demineralizers, chemical watermen and sterilizer machines to ensure success and success in future business competition. There must be efforts to reduce environmental impact and comply with regulations that can improve the company's image in the eyes of consumers and other interested parties.

Keywords: Strategy, Price, Quality

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### 1. Introduction

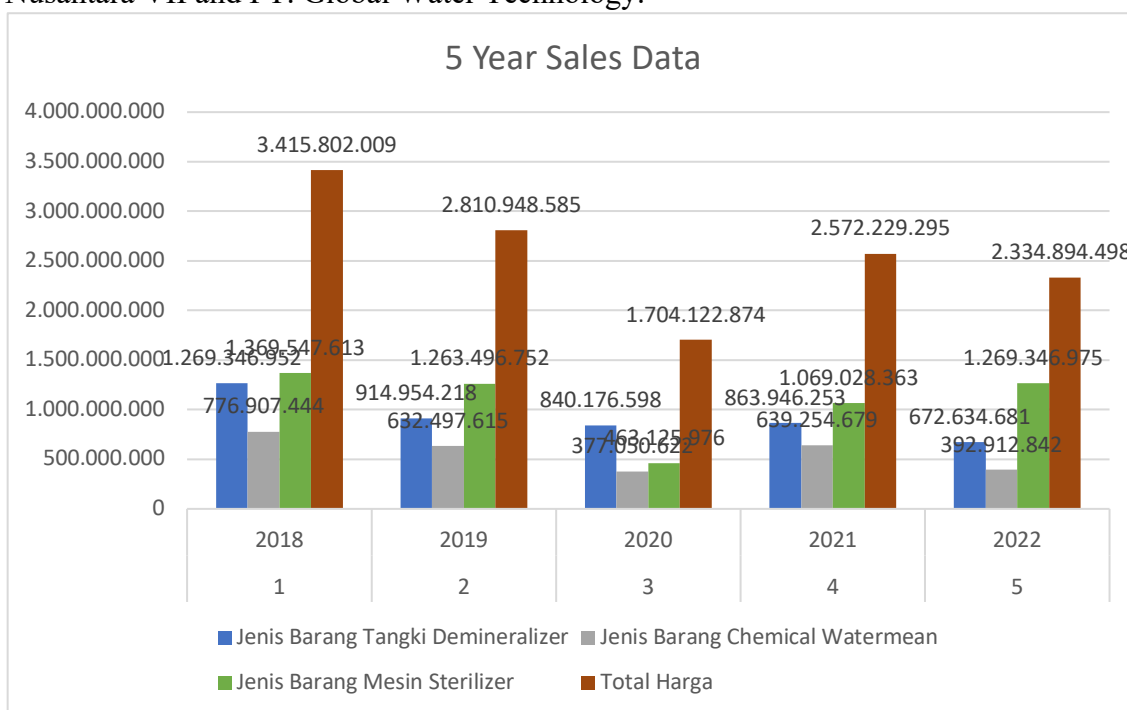
There seems to be a lot of competition in the corporate sector today. This means that management cannot continue to rely on outdated, ineffective, and unprofessional operating methods if it wants to turn a profit and stay afloat for years through growth and development to compete effectively against competitors. Businesses must manage their operations by taking advantage of every obstacle they face. According to (Badri, 2022), companies that want to achieve success in their industry need to have unique offerings that distinguish them from their competitors in order for a business to survive and thrive in the future requires good management.

A company can survive in the era of fierce global competition, management must make strategic plans to face the upcoming changes. The purpose of management in an organization is to facilitate the achievement of organizational goals effectively and efficiently. As a result, businesses require effective strategic management, each business uses a different approach to achieve its goals (Debiyanti et al., 2020). Improvement is not only centered on the company's products, but also touches on important aspects of how well the company performs as an entity in society, depending on how management plans

and executes these tasks, the company's performance is very important. The performance of a company is a major factor in determining its ability to compete.

Business people no longer need to be unfamiliar with strategy because strategy has a big role in achieving compatibility between an organization and its environment. In essence, the strategy provides guidance on factors such as positioning, target market identification, market segmentation, components of the marketing mix, and marketing mix costs. According to Putwi & Nurhadi (2021), strategic management is a series of choices and activities that lead to the creation and execution of plans intended to meet the goals of a business.

A strategic plan that can provide a clear direction for the organization is needed in running a corporation, to be able to compete in the global market, where many new ideas must be generated by companies that have never been promoted, business people must be more creative. One of them is PT. Triputra Lestari company is located in Bandar Lampung City which was established in 1982 which offers custom tank services for products made by other companies, PT. Triputra Lestari offers a variety of services, such as ordering chemical watermen liquids on a large scale, ordering demineralizer tanks, and repairing sterilizer machines, PT. Triputra Lestari in collaboration with PT. Perkebunan Nusantara VII and PT. Global Water Technology.



Source: PT. Triputra Lestari 2018-2022

Based on the diagram above, it is concluded that sales in the year to year are more dominantly declining. The business competition caused a decrease in sales because there were many PT similar service providers in the city of Bandar Lampung. In addition, PT. Triputra Lestari also still has a strategy that is less effective in facing business competition in the current era.

## 2. Theoretical Background

### 2.1 Strategy Management

According to David (2015) quoted by Novianto (2019) in Lestira Putri Warganegara & Septiadi, (2022) defines strategic management as the art of meeting company goals by formulating, implementing and evaluating decisions. The process of organizing, planning, directing, and regulating various actions and company decisions to win the competition in this case commercial competition is referred to as a management strategy, according to Suhardi, (2018).

### 2.2 Economics

According to H. et al., (2019) explained that as economic teaching materials in strategic management contains production factors, financial and investment management, economic principles, economic institutions and company institutions, revenue and business income, feasibility analysis, business partnerships, consumer behavior, and marketing in strategy management.

### 2.3 Social

According to David, F. R., & Forest, (2019) suggests that strategic management in social is the art and knowledge in formulating, implementing, and evaluating cross-functional decisions that advance an organization and the social environment to achieve its goals. From this presentation, there are three social stages that can be used as dimensional variables, namely formulation, implementation and evaluation.

### 2.4 Finance

According to Busyairi & Ray (2018) the main advantage of strategic management is its ability to assist in the development of better plans by applying a more methodical, logical, and reasonable approach to communication and strategic choices. Organizations can derive both financial and non-financial rewards from strategic management. Strategic management guides the organization to increase sales and profits from a financial point of view.

### 2.5 Human Resources

According to David (2015) states that human resources are closely related to the organization in the functional area of the business, the existence of external opportunities/threats and a clear mission statement, provide a foundation for setting goals and strategies and 5 basic activities in human resources: Planning, organizing, motivating, staffing, and supervising.

### 2.6 Price

According to Philip, Armstrong, Gary (2019) translated by Bob Sabran Price refers to "the amount of money a customer has to pay to get a product". It is usually done to make products in accordance with buyer perceptions and adjust prices to the current competitive environment.

According to Sunyonto (2020) "Money charged for a particular product" is price. There are several ways businesses set their prices. In large organizations, division managers or product managers are usually in charge of setting prices, while senior management in small businesses usually sets prices.

## 2.7 Quality

According to P. Kotler, Keller (2016) Product quality refers to the ability of the product as a whole to perform its intended functions, which include reliability, precision, and durability. Businesses must constantly strive to improve the quality of their goods and services because happy clients are more likely to recommend a product and feel that they receive what they pay for

## 3. Methods

This type of research is qualitative research using a descriptive analysis approach in the case study of PT. Triputra Lestari Bandar Lampung. The author uses qualitative research methodology. Data in the form of words or vowel speech expressed in the form of numbers is known as qualitative research. Descriptive analysis was used in this qualitative research (Sugiyono, 2017). Documentation, interviews, and observations are used as data collection methods.

### 3.1 Data Types and Sources

#### 3.1.1 Data Type

This type of research is qualitative and uses case studies with descriptive methodology. Sugiyono (2019) defines qualitative research methods as research techniques based on the philosophy of post positivism applied to investigate natural circumstances.

#### 3.1.2 Data Sources

Primary and secondary data are the sources of information used in this study. Sugiyono (2019) states that:

##### 1) Primary Data

Primary data comes directly from the original source (i.e., without the use of intermediary media). The opinions of subjects (people), both alone and in groups, as well as the results of their observations, can be considered as primary data.

##### 2) Secondary Data

Researchers can access secondary data indirectly by using intermediary media, namely records that have been obtained and recorded by third parties. Evidence, historical records, or reports collected in archives usually include secondary data. For example, reports on purchases, sales, inventory, and organizational structure.

### 3.2 Data Collection Methods

Data collection is the main purpose of research, so the data collection method is the most crucial stage in the process. Researchers will not obtain data that meets the required data standards if they do not know how to collect data. The following methods are applied in the data collection process:

#### 3.2.1 Observation

All science begins with observation; Through it, scientists can understand the behavior and meaning of that behavior. With this approach, the event or phenomenon that is the subject of discussion is observed directly (Sugiyono, 2019).

#### 3.2.2 Interview

According to Newman, M., Takei, H., Klokkevold, P., and Carranza (2018) A meeting between two people with the aim of exchanging ideas and information through questions and responses to create meaning around a particular issue is called an interview. Through interviews, researchers can obtain more detailed information about participants in emerging situations and phenomena that are impossible to learn through observation.

### 3.2.3 Documentation

A document is a written record of a historical event, a picture, or one of the great works created by a person. In qualitative research, document analysis is in addition to observation and interview techniques. Organizational structure, sales reports, inventory records, reports on purchases made in the company, and researcher activities during observation and interviews are some of the documentation techniques mentioned in this study (Sugiyono, 2019).

## 4. Results and Discussion

### 4.1 Business Competition Strategy

The author conducted research and interviews with Mr. Lucas Oe, director and owner of PT. Triputra Lestari and also Ibu Purwaningsih and Ibu Nia as Admin Staff. Based on these findings, researchers explained that PT. Triputra Lestari uses strategic management to compete in the market by acquiring and selling products such as demineralizer tanks, chemical watermen, and sterilizer machines. Despite fierce competition between business actors, PT. Triputra Lestari upholds the quality of the goods it sells, where there are many PT with the same service provider that is more modern. PT. Triputra Lestari should keep up with the times with more modern innovations. The tactics used by PT. Triputra Lestari to fight business competition:

### 4.2 Business Environment Analysis

According to Yunus, (2016) environmental analysis is needed so that companies are able to determine preventive and anticipatory actions for environmental changes that occur. According to (Trimagnus., 2019) the sustainability of the business environment is a long-term value that can be improved by being consistent and stable in business performance. The business environment includes economic, technological, social, and competitive.

#### 1) Economic Environment

Economic environment at PT. Triputra Lestari refers to the condition of the financial system of PT. Triputra Lestari's operations increased by around 77% in 1997-2001 and stable conditions in 2002-2015 by around 49% and decreased by around 5% in 2016-2022 due to the ordering of goods and procurement of services from PT. Nusantara Plantation VII. The condition of the economic environment of PT. Triputra Lestari reflects the business condition that experienced a lot of decreased turnovers of around 1,531,072,000. Therefore, the cost of ordering demineralizer tanks, chemical watermen, and sterilizer machines tends to increase, on the contrary, declining economic environmental conditions result in a decrease in 5 employees and decreased demand for orders.

#### 2) Technology Environment

The technology environment at PT. Triputra Lestari in the way that the company uses a smart keyless feature cargo carrier behind the wheel, applies the working method with a modern printer tool HP Laser Jet Pro M15w. At the gate of the company PT. Triputra Lestari has a PIR sensor, which is a radar movement sensor driving automatic gate openers, and receives electronic mail from consumers through platinum features on the website, and e-auction software features on the auction platform used by PT. Triputra Lestari functions to automate workflows at PT. Triputra Lestari.

### 3) Legal Environment

Legal Environment of PT. Triputra Lestari, has cooperation based on government regulation No. 12 of 1996 in the form of government regulations with state-owned company PT. Nusantara Plantation VII. The legal system also determines what can and cannot be done by the PT organization. Triputra Lestari.

### 4) Socio-Cultural Environment

Social environment of PT. Triputra Lestari has 7 permanent employees and 10 non-permanent employees, has a disciplined work culture, has corporate social responsibility by sharing with the community around PT. Triputra Lestari, mutual respect for each other in age differences, as well as the interaction process among employees and company owners respect each other and are accepted by PT. Triputra Lestari.

## 4.3 Management Strategy

### 1) Market Research

PT. Triputra Lestari Bandar Lampung conducts research on state-owned companies in the province of Lampung and others, to understand the demand for company machine goods providers and market needs related to demineralizer tanks, chemical watermen and sterilizer machines. Based on the results of the type of production according to industry trends in the company PT. Perkebunan Nusantara VII, related to customer needs, namely the demand for custom demineralizer tanks, chemical watermen, sterilizer machines and market growth potential in the provincial area for this product.

### 2) Product Innovation

PT. Triputra Lestari develops demineralizer tanks with a capacity greater than 2,200 L with a height of 1,460 mm, which are innovative and meet SNI quality standards to distinguish themselves from other similar provider companies, adjust the design and equipped with feed water pumps, mild steel and FRP materials, or product features of Strong Acid Cation Resin in accordance with customer needs or regulatory changes in the market sector in the Lampung Province and others.

### 3) Production Efficiency

PT. Triputra Lestari improves production efficiency such as consumables and the use of materials that are appropriate to customer demand, to reduce production costs and increase price competitiveness in competitors, ensuring supply chains such as: suppliers, reliable workmanship processes for raw materials and machine frame components and custom from the consumer.

### 4) Marketing and Sales

PT. Triputra Lestari designed an effective marketing strategy plan to promote the demineralizer tank, both through online channels of the official website and offline. Establish a competitive pricing policy and consider sales strategies such as discounts or offer packages and auction packages of 2% discount for the first customer who chooses first services at PT. Triputra Lestari. PT. Triputra Lestari implements management strategies that can change over time depending on market dynamics, technological developments, and other external factors.

### 5) Quality and reliability

PT. Triputra Lestari strives to focus on the high quality of the production and reliability of products that have been ordered from other companies to build a good reputation and maintain quality control and supervision during the production process.

#### 6) Cooperation with Third Parties

PT. Triputra Lestari establishes partnerships or cooperation with state-owned companies, especially PT. Perkebunan Nusantara VII, the company as a strategy to increase cooperation. PT. Triputra Lestari collaborates with companies that are experts in demineralization technology or industrial equipment, namely PT. Global Air Technology to improve quality and products ordered by second parties upon request.

#### 4.4 Risk Management

##### 1) Industry Demand:

The level of demand for demineralizer tanks by PT. Nusantara VII plantations are related to industries that require water demineralization processes, such as the chemical industry, power plants, and water treatment.

##### 2) Technological Innovation:

Technological developments in the design and efficiency of demineralizer tanks can affect the competitiveness of enterprises in the market. These innovations can include the use of new materials, more efficient production methods, and other advanced features.

##### 3) Environmental Regulation:

There are stricter environmental regulations related to the quality of water produced by the company PT. Triputra Lestari. And the treatment of waste waste from office activities can increase positive regulation from consumers and government supervisors who can meet higher environmental standards.

##### 4) Industry Competition:

The level of competition from other company manufacturers on the production of other demineralizer tanks can affect prices and marketing strategies. Product innovation, cost advantage, and customer service can be key factors in business competition.

##### 5) Market Growth:

Economic factors and investment by private companies in the infrastructure of the industrial sector, plantation sector, and agricultural sector, can affect market growth to increase business competition from developing and developed companies. The increase in industrial projects or the construction of new facilities in Lampung Province can increase the demand of PT. Triputra Lestari.

It is important for companies in the tank demineralizer industry to continuously monitor and adapt to evolving market dynamics, as well as respond to changes in customer demands and regulations. Continuous market analysis can help companies remain competitive and responsive to changes in the business environment.

#### 4.5 Business Competition Analysis

##### 1) Increased Competition:

The entry of new competitors or increased competition and the emergence of new companies of the same type of service provider, as well as the large number of companies from various manufacturers of demineralizer tanks, chemical watermen, sterilizer machines can lead to a decrease in prices and profit margins of total sales.

##### 2) New Technology:

The emergence of new technologies or innovations of Strong Base Anion purifying filters in the design of demineralizer tanks by the company's competitors can change

the material of the company's industrial landscape, and the production of demineralizer tanks. As well as business competition at PT. Triputra Lestari Bandar Lampung.

3) Overcapacity:

Excess production demand capacity in the market can trigger tougher business competition PT. Triputra Lestari, with similar providers and procurement companies competing to get orders at lower prices and discount

4) Changes in Customer Preferences:

If customers like PT. Perkebunan Nusantara VII switched to other alternatives or had a new preference towards certain technologies or brands offered by other companies hence PT. Triputra Lestari could lose market share

#### 4.6 Risk of Changes in the Economic Environment:

1) Economic Instability:

Economic fluctuations that result in ups and downs, can affect industrial demand and ongoing projects, in turn, can affect sales at PT. Triputra Lestari.

2) Changes in Government Policy:

Changes in government policies related to the environment or industry regulations may require additional investment and capital from foreign sectors affecting production requirements in the first party.

3) Changes in Raw Material Prices:

Rising prices of raw materials, such as stainless steel or Strong Base Anion materials and other materials, can increase production costs and reduce profits.

To manage these risks, PT. Triputra Lestari requires strategies such as product diversification, focus on innovation, careful market monitoring, and effective financial risk management. In addition, building operational flexibility can help companies adapt to changing economic conditions and industry competition.

#### 4.7 Response to Market Changes

1) New Competitors:

Intense competition from the emergence of new companies that already exist in the market can reduce cheaper prices with price comparisons from companies ranging from 800,000 to 5,350,000 and smaller profit margins due to the increase in feed water pump material.

2) Technological Innovation:

New technology that appears in the trend in the production of demineralizer tanks can make PT. Triputra Lestari added capital of 8,500,000 to 25,000,000 to follow the trend of innovation in the market so that consumers are satisfied with the products ordered so as not to lose market share.

3) Changing Demand:

Changes in the production of goods companies resulting in industrial demand or a shift to higher quality materials, ISO 9001, European quality standards, alternative product preferences can change market needs.

4) Market Uncertainty:

The presence of external factors such as economic instability under certain conditions such as inflation of goods, changes in government policies, or the impact of Covid-19 can create market uncertainty.



5) Ex. More Capacity:

There is a demand for the production of second-party goods at companies that cooperate with PT. Triputra Lestari overcapacity in the industry which can lead to tougher competition and price drops after the goods are finished.

4.8 Strategic Action by PT. Triputra Lestari:

1) Product Differentiation

PT. Triputra Lestari placed an order with this production company that makes demineralizer tank goods with Strong Acid Cation and Strong Base Anion features or tank innovations made of mild steel and FRP (feed water pump), which distinguishes it from other products, which can make the product more attractive to consumers.

2) Operational Efficiency

PT. Triputra Lestari increases production efficiency at PT. Global Air Technology on goods ordering and supply chain management can help monitor against overrun operational costs.

3) New Market Development

Exploring opportunities in new markets outside the province of Lampung or state-owned companies or PT. Another private sector that can help reduce dependence on the company segment is PT. Nusantara Plantation VII.

4) Effective Marketing

Conduct effective marketing in tender auctions and build the brand image of PT. Triputra Lestari's strong strength can help attract consumers in various other companies and maintain market share within PT. Nusantara Plantation VII.

5) Focus on quality

PT. Tri Putra Lestari ensures to third parties the level of quality of ordering goods, FRP (feed water pump) or mild steel materials with SNI to be produced at PT. Global Air Technology, on the company cooperating can create a positive reputation among other companies, which distinguishes the product from other company providers in the market.

6) Continuous Innovation

PT. Triputra Lestari invests in its product evaluation research and development of procurement services to ensure it stays up-to-date with technological innovations, features and market needs.

7) Risk Management

Develop a risk management strategy at PT. Triputra Lestari is good for responding to changes in the competitive business environment in the economic sector and market sector more adaptively in Lampung Province and others.

PT. Triputra Lestari faces business competition as an ongoing challenge, and companies need to remain flexible and responsive to changes in the business environment to remain successful in a dynamic market.

## 5. Conclusion

Based on the research that has been done, there are key aspects that can be taken in this analysis. Strategies that can be used to overcome business competition so that they can be implemented by PT. Triputra Lestari in increasing business competition:

- 1) Analysis of the business environment is essential for a company to ensure success and success, it helps identify preventive and anticipatory changes, adapt to changing

conditions, and maintain stable business performance. Factors such as economic, technological, social, and environmental factors affect business performance.

- 2) PT. Triputra Lestari Bandar Lampung contributes to local market research through custom demineralizers, chemical watermans, and sterilizer machines. The company develops innovative demineralization with high quality standards, ensuring competitive prices and regulatory compliance. The company also focuses on environmental protection through local regulations of Lampung province.
- 3) Economic factors and investment in the infrastructure sector can affect business performance. The company also invests in product differentiation, operational efficiency, market demand, effective tendering, quality control, and risk management.

From the results of the research above, there are several suggestions that can be considered by PT. Triputra Lestari:

- 1) Company PT. Triputra Lestari should continue to improve its ability to analyze the business environment. In order to continue to involve a deep understanding of factors such as economic, technological, social, and environmental. As well as putting together a dedicated team or resource for constant monitoring and analysis can help companies stay responsive to change.
- 2) PT. Triputra Lestari needs to maintain high quality standards and focus on innovation in demineralization, companies need to ensure high quality standards. Companies must have product diversification and operational efficiency to increase market share and profit margins the company can be supported by product diversification strategies and increased operational efficiency. Through investments in product differentiation and operational efficiency, companies can achieve sustainable growth.
- 3) PT. Triputra Lestari remains focused on sustainability and environmental compliance by paying attention to provincial regulations, the company should continue to prioritize sustainability, efforts to reduce environmental impact and comply with regulations can improve the company's image in the eyes of consumers and other interested parties.

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