

Strategy Analysis of Business Development Through the Competitive Positioning Analysis Method in the Laboratory of Perum Jasa Tirta II

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ABSTRACT

This study aims to identify the business development strategy of the Perum Jasa Tirta II Laboratory and formulate a company strategy in positioning itself in the market through competitive positioning analysis. This research method is descriptive qualitative using data sources derived from primary and secondary data, data collection methods derived from observations and interviews. The analysis results were tested using source triangulation with SWOT analysis using EFAS and IFAS. From the research results, it was found that the Perum Jasa Tirta II Laboratory is in the position of WO (Weakness-Opportunity) where there are opportunities that can be used to develop a business, but on the internal side the company faces problems due to weaknesses in the company, so the strategic direction of the Public Corporation Laboratory is Jasa Tirta II is a 'Turn Around Strategy' which requires management to constantly make improvements and refinement of internal problems in order to provide support for long-term business development. To achieve this, the development strategy carried out is to change the marketing strategy by reviewing it by analyzing existing opportunities, for example increasing marketing with social media, adding and increasing workforce skills to face new competitors, increasing product development innovation and maintaining quality. products and updated analysis technology.

Keywords

Business development strategy, competitive positioning, SWOT analysis

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Introduction

The rate of damage and pollution to watersheds (DAS) in West Java is increasing and does not show any decline. Water and air pollution in industrial and urban areas are already on the threshold of not only endangering the health of the population but also threatening the ability to recover and sustain watershed ecosystem services. During 2018, The West Java Environmental Quality Index (IKLH) is still worth 50 from the index value range 0-100, the status is very poor according to the Ministry of Environment and Forestry RI report. The environmental quality index (IKLH) of West Java Province is ranked 32 out of 34 Provinces in Indonesia. The forest cover index is still below 40, the water quality index is below 30 and the air quality index is below 70.

Nowadays, the government appreciates the importance of environmental quality with the PROPER program (Assessment of Compliance Performance Ratings in Environmental Management). PROPER is a form of government policy, to improve the performance of the company's environmental management in

accordance with those stipulated in the laws and regulations. One of the requirements for a company that participates in the PROPER program is to have a good quality waste, which is shown by the existence of a report on the results of testing the quality of wastewater by a certified testing laboratory. To check the quality of their wastewater, they need a testing laboratory that is of good quality, already has an accreditation certificate by the National Accreditation Committee (KAN) and the resulting data can be accounted for.

Seeing the phenomenon of the development of the testing laboratory business and its current intense competition, a testing laboratory is required to further improve the quality of services provided. In order for a water and air quality testing laboratory to survive in industry, a strategy is needed to deal with pressures that can affect the existence of a laboratory in a sustainable manner. One of the analyzes that can be used to design a company's competitive strategy is competitive positioning analysis, with this analysis it is hoped that a laboratory can make strategic planning

related to its competitive position (Fleisher & Bensoussan, 2007).

Perum Jasa Tirta II Laboratory is a laboratory service unit engaged in water and air quality testing, located in Karawang Regency. The Laboratory of Perum Jasa Tirta II has been accredited SNI ISO / IEC 17025: 2008 by the National Accreditation Committee (KAN) since 2003 with the accreditation number LP - 174 - IDN which is a BUMN service unit under the Public Company (PERUM) Jasa Tirta II is engaged in the field of supply and distribution of water and water sources for the Regional Drinking Water Company (PDAM), agricultural water and raw water. Other business unit activities carried out by Perum Jasa Tirta II are to provide services for public benefit and also to generate profits based on the principles of company management. The business unit activities carried out by Perum Jasa Tirta II include generating and distributing electricity, providing raw water, tourism, land use, leasing heavy equipment and laboratories, general services for irrigation management, and developing a drinking water supply system.

The marketing strategy that has been used by the Perum Jasa Tirta II Laboratory is still ineffective and there is a lack of innovation in developing the company's business, so it is necessary to improve and implement the right positioning and strategy, so that the Perum Jasa Tirta II Laboratory can continue to develop in the testing laboratory industry where the level competition in this industry is getting high and growing rapidly.

The purpose of this research is to describe the business development strategy of the Perum Jasa Tirta II Laboratory and to describe the position of the Perum Jasa Tirta II Laboratory in the laboratory industry through competitive positioning analysis. So from the analysis it can be seen the strengths and weaknesses of the strategy implementation by the Laboratory of Perum Jasa Tirta II and also the competitive positioning of this business.

Literature Review

Competitive Positioning Analysis

Competitive positioning analysis is one of the tools to determine the position of a company in a market, so that from this analysis a company can know what steps to take next to face industry challenges through the existing competitive structure map. Competitive position refers to the company's position in the industry or market and comparing it with competitors, using competitive positioning analysis will add reference to the company's strategic planning and management. According to Fleisher and Bensoussan (2007), competitive positioning analysis implementation is divided into three stages, namely:

Identify the Company's Strategy, Market and Products

Judging from the company's current business and marketing strategy will provide an overview of the company's current position in the market and the first steps in determining the strategic emergence plan of the competitive positioning project. In this study, the 4P (Product, Place, Price and Promotion) marketing mix will be used to identify the company's strategy in marketing products based on four marketing mix variables.

Building Analysis Using STP Analysis (Segmentation, Targeting, Positioning)

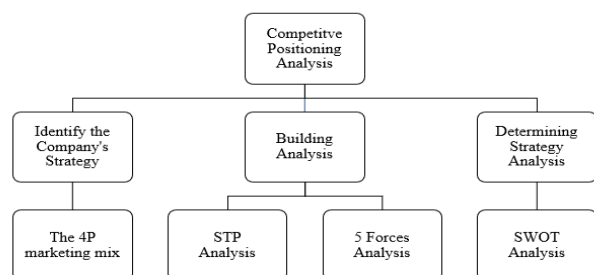
A company can identify and evaluate opportunities used to increase sales and profits by dividing the market into several groups or segments, then determining which segment will be targeted, finally determining how a company positions its products and services to meet the needs of a predetermined target market (Grewal & Levy, 2010). This Five Forces analysis was coined by Porter which is often used to find out the conditions of the industry by considering the main forces in the strategic business unit stages, including (Hooley et al., 2004): Competition, Threats of New Arrivals, Threat of Substitute Products, Bargaining Power of Suppliers, and Bargaining Power of Consumers.

Determining the Strategy of the Analysis

Strengths refers to the positive internal attributes that exist in the company that differentiate the company from other competitors. Weaknesses are negative internal attributes in the company, which

are often the result of ineffective operational processes, organizational performance, or other factors that the company can control. Opportunities are positive external attributes owned by the company, these variables can arise from external factors that benefit the company directly or indirectly. And threats are the opposite of opportunities.

Framework of Thinking



Research Hypothesis

According to Sugiyono (2010), the hypothesis is a temporary answer to the formulation of a research problem because the answers given are only based on relevant theories, not based on empirical facts obtained through data collection.

Hypothesis: Competitive positioning analysis affects the competitive strategy of the Perum Jasa Tirta II Laboratory.

Methodology

This type of research uses descriptive qualitative research, with data source primary data and secondary data. Data collection with observation and interview. Data analysis with external internal for SWOT analysis and then IFAS and EFAS matrix.

Results and Discussion

Identifying Focus of Strategy and Market Company

Product

The Perum Jasa Tirta II laboratory produces products in the form of data from the analysis of water and air samples testing.

- Water samples: The water samples in question can be industrial wastewater, domestic waste, groundwater, surface water, raw water, river water, clean water and drinking water.
- Air Samples: Air samples measured are ambient and work space, moving, immovable and isokinetic emissions, lighting, noise etc.

In the process, the Perum Jasa Tirta II Laboratory takes samples by certified sampling officers, then the samples are analyzed using the latest technology-based methods with reference to SNI, the latest APHA Edition and Standard Method as well as various kinds of instruments that are calibrated and keep up with the times.

Another factor that is owned by the Perum Jasa Tirta II laboratory to be able to excel in the Karawang market, Bekasi, Subang Purwakarta is because it has an accreditation certificate as a Testing Laboratory and an Environmental Laboratory by KAN. With a total of 81 accredited water testing parameters and 11 air testing parameters. Everyday, the company employs 19 employees with working hours Monday - Friday starting from 08.30 - 15.30 non shift.

Price

Samples analyzed at the Laboratory of Perum Jasa Tirta II, both water and air, are calculated in the number of units per test parameter at various prices and also a test package consisting of several parameters according to the sample quality standards required or required by consumers.

The Perum Jasa Tirta II laboratory also provides discounts or discounts for consumers who test more than 5 samples in 1 month. And there are discounts for consumers who enter into a Cooperation agreement in the form of a 1-year contract. The price is determined based on the calculation results determined in accordance with the Decree of the Board of Directors No. KPT-109 / DIR / 7/2019 Prices may change according to company policy or other external influences such as increases in the price of chemicals, reagents or electricity used which affect the price of each test parameter. Apart from the price of chemicals, other costs incurred by the company, such as overhead costs and laboratory labor costs.

Sample testing is carried out using quality original chemicals in accordance with the chemical specifications for testing. As well as using a Certified Reference Material (CRM) which has been tested for its validity as a test control to determine the accuracy of the test so that the quality of the test results is stronger and of higher quality. This is in line with one of the theories given by Armstrong (2016), namely above the market, by means of companies setting premium prices with support through a competitive advantage. Meanwhile, at the market, the company decided to balance prices with competitors.

Place

The location of the Perum Jasa Tirta II Laboratory is in Karawang Regency which is still close to the border of Purwakarta Regency. Even though it is far from the city crowd, this location is considered quite strategic with consumers scattered in the areas around Purwakarta, Subang, Karawang, Cikarang, Bekasi and Jakarta districts. So that the mobility of the sampling officer who spreads out every day can be well planned without overtime because of the long journey and traffic conditions on the way can be minimized.

Apart from being picked up by the sampling officer, customers can also send their test samples to the laboratory by themselves or via expedition for convenience. Payment methods can be made in cash during the next period the sampling officer resumes sampling while submitting a test report and via transfer.

Promotion

Promotion carried out by the Perum Jasa Tirta II Laboratory through advertising and virtual media by including Laboratory profiles and contact information in the form of telephone numbers and e-mails that can be contacted on the company's main website, through word-of-mouth-marketing (WOMM) to increase awareness of its quality. The company is not focused on finding as many consumers as possible, but rather on maintaining quality in order to be superior to other companies. The company believes that consumers will come to a testing laboratory with a better quality.

In addition, the Perum Jasa Tirta II Laboratory received indirect promotions several times being invited as a guest at the tenant gatherings event in an industrial area and exhibitions, namely by introducing its water and air quality testing services to the public. This tenant gathering is held once a year by industrials area, with invited guests from companies with official and competent permits.

STP Analysis (Segmenting, Targeting, Positioning)

The Perum Jasa Tirta II laboratory only focuses on quality so that it does not divide customers into market segments, so that its marketing strategy is classified as an undifferentiated segmentation strategy. Grewal and Levy (2010), in addition, another factor that causes companies to use an undifferentiated segmentation strategy is the assumption that the results of testing water and air samples provide the same benefits for all consumers (industry).

The Perum Jasa Tirta II Laboratory targets the market to industrial areas in the areas of purwakarta, Karawang and Bekasi to become consumers, where the target of each industry is according to its waste water commodity, for example for the textile, paper, food and metal coating industries will have parameter requirements itself according to quality standards.

The market segment controlled by the Perum Jasa Tirta II Laboratory is middle-class industrial consumers to upper-class industries who already understand and are concerned about the need for testing water and air waste which will later affect the assessment by the local environmental service regarding their company. This middle and high class industry regularly reports the results of their sample testing to the relevant departments so that it is considered legal to dispose of waste into water bodies that have been declared safe by a qualified testing laboratory. For certain industries, the need for checking water and air samples is used to fulfill the need for the PROPER program (Assessment of Compliance Performance Ratings in Environmental Management). For small industries, it is still rare and minimal for their concern in the WWTP system so that middle

industrial consumers are still counted on a small scale.

Industry Analysis (Porter Five Force's Model)

Rivalry

Competition for testing laboratories in West Java is quite tight. Of the three districts that are the company's target, Karawang and Bekasi districts have a high level of competition, for the Subang and Purwakarta districts, up to now, there are no competitors who are able to pose a threat. Several testing laboratories that are competitors have begun to threaten the market from the Perum Jasa Tirta II laboratory, namely: Lab LH Karawang, Sucofindo, Lab LH Bekasi, Media Lab, Sky Lab, Union lab etc.

The Perum Jasa Tirta II laboratory is quite successful in gaining market share in the Cikarang area, especially in the Delta Mas area with the largest customers and tenants of 170 companies. The Laboratory of Perum Jasa Tirta II is quite alert to the threats that arise from each competitor, but does not make it a benchmark for making price changes when competitors try to apply lower prices, the Laboratory of Perum Jasa Tirta II remains with a premium price in order to maintain the quality of its premium testing.

Threat of new arrivals

The threat of the new testing laboratories in the Karawang Bekasi Purwakarta area is few, but in this area the number of industrial estates is relatively large, such as KIIC, Surya Cipta, MKJ, BIC, Indotaisei in Karawang, and Delta Mas, Jababeka, MM2100, Delta Silicon, Gobel which is in Cikarang. There is an opportunity to build a new testing laboratory in this area, as did the Environmental Office of Karawang Regency, which started trying to become a testing laboratory in short time. But to build laboratory requires a high investment cost and time to register the laboratory as a recognized testing laboratory or registered with KAN through a long and arduous process. Also, analysts and sampling officers must have their own certificates. Because industry in this era will look for laboratories that are competent in terms of workforce and quality.

In addition, to build a testing laboratory and an environmental laboratory must have complete permits since it was first established, including: a. Certificate of Business Domicile (SKDU); b. Taxpayer Identification Number (NPWP); c. Business Location Permit (SITU); d. Industrial Business Permit (SIUI); e. Trading Business License (SIUP); f. Company Registration Certificate (TDP); g. Industrial Registry Number (TDI). Perum Jasa Tirta II already has all these certificates including environmental laboratory certificates from KAN. This is a plus for a testing laboratory.

Another factor that makes the Perum Jasa Tirta II Laboratory survive is the strength of the use of the Proficiency Test, which is a traceable reference that has been tested for its validity. The Perum Jasa Tirta II Laboratory conducts a Proficiency Test on an international scale from ERA (Canada) and always participates 2-3 times a year for commodities of each type of water, for clean water and waste water.

Threat of substitute products

Apart from fellow testing laboratory service companies, there is also a threat from internal customer industries that having a measuring devices using the direct reading system so that industries are able to test the quality of their own waste by simply buying these portable devices. But of course, the quality or validity of the data is still low. For example, in measuring the pH of water, you can indeed use a Universal Indicator which shows the pH number through a color change on paper that has been dipped in the sample. But the result is only one digit without a comma value as measured by a pH meter. Likewise, for the COD parameter, the method is only by dipping the measuring instrument into the sample, the measuring instrument will change color, but the data obtained is only a range of numbers, not real values. And what is quite threatening is the use of a portable spectrophotometer to measure metal levels where only by adding an instant reagent to the sample, the data can be read immediately without any digestion process using concentrated nitric acid first. In addition, there are also industries that use AAS for metal content measurement in the same way but with a higher degree of accuracy than

portable spectrophotometers. The threat from the things above is not that big, because there are still many large companies that require test results from accredited laboratories such as the Perum Jasa Tirta II Laboratory. Perum Jasa Tirta II Laboratory has also collaborated with other companies if customers need other parameter analysis so that limited equipment does not become an obstacle to serving customers.

Bargaining power of suppliers

Fulfillment of the need of chemicals for analysis is obtained from several suppliers. The selected suppliers are suppliers who are able to provide original and good quality raw materials, the meaning of this original is raw materials which are indeed analytical grade with a brand that has been trusted by the chemical industry. The major supplier of chemicals in the Perum Jasa Tirta II laboratory is Merck. Changes in chemical prices are influenced by world demand for chemicals. In addition, the currency exchange rate against the dollar also affects the selling price of these chemicals.

Bargaining power of consumers

Consumers are interested in using Perum Jasa Tirta II's laboratory services because of their quality, easy access to use them, and the strength of the analysis results. However, in terms of price and service innovation, the Perum Jasa Tirta II Laboratory is still unable to compete. The

distribution of test results reports still uses electronic media and the receipt also uses traditional methods. However, the possibility of switching consumers to competitors is very small, because the majority of consumers prefer the free option in the cost of sampling even though there are some parameters whose prices are slightly higher than competitors.

Determining the Strategy of the Analysis

Weaknesses and internal strengths of the company can be identified through mix analysis and STP. While the opportunities and threats faced by the company from the external side can be seen through five force analysis. Through the SWOT analysis, it can be concluded that the strengths of the Perum Jasa Tirta II laboratory are the superior quality of test results, technology and sample measurement methods, collaboration with consumers, and ease of access to locations or determination of sampling schedules. Then the weakness of the company is high product prices and lack of marketing. Opportunities owned by the company are the wide market share it has, the strength with several accreditation certificates, the completeness of permits, and the low bargaining power of suppliers. And the threat faced is the high bargaining power of consumers and also the advantages of the distribution system of competitor companies.

Internal and external factor

Table 1. Internal And External Factor

No.	Strength	Weakness	Opportunity	Threat
1	Has a wide market share	Marketing is still weak, done only through word of mouth	The business market is still high, seeing the industry's need to check the quality of waste	The emergence of a competitor in the form of a new testing laboratory
2	Human Resource is the person selected through recruitment	Inadequate number of human resources	The selling price is not high, proportional to the quality provided	Certain competitors dare to compete by monopolizing the market and charging lower prices
3	Strategic position (location) of the laboratory	Can only analyze water and air samples	Have the opportunity to cooperate with the industrial estate	The increasing number of accredited laboratories
4	Does not impose sampling fees on consumers	Do not use special promotional activities such as advertisements, events etc.	Good economic growth in new industrial sectors such as <u>Majalengka</u> regency	Bargaining power of consumers

IFAS and EFAS matrix

The next step is calculating the weight and rating which serves as the basis for determining the company's position in business. This is important

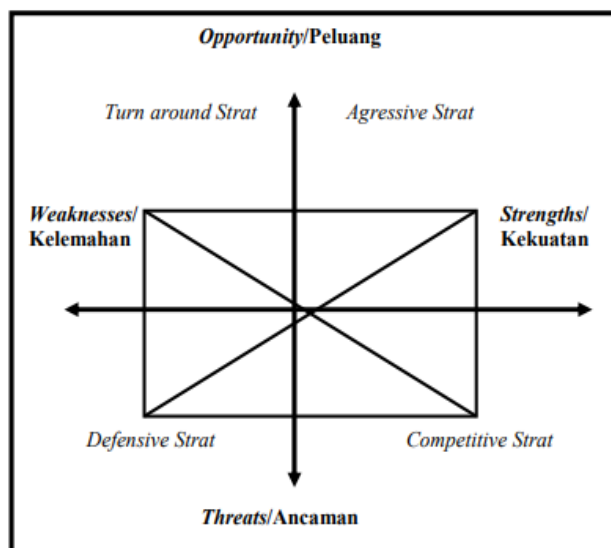
to know as the basis for the company to carry out a business strategy in accordance with the company's conditions (Wiagustini & Permatawati, 2015). The determination of the weight is based on the numbers 0 - 1, namely the accumulation of strengths with weaknesses and the accumulation of opportunities and threats. The value on the weight is determined from the results of the interview between the author and the owner of the company. Meanwhile, rating determination is

based on the level of influence of these factors on the company. Ratings from 1 to 4 have the most influence having a rating of 1, while rating 4 is the least influential. The rating is determined based on discussions with the company owner. The weights and scores of each element are summed. Strengths are added to weaknesses, while opportunities are added to threats (Saragih, 2014). Score = Rating x Weight (1) Calculation of weight and rating can be seen in Table 3.

Tabel 3. Weight calculation

No.	Factor	Weight	Rating	Score
Strength				
1	Has a wide market share	0.14	2	0.28
2	Quality test results	0.12	1	0.12
3	Strategic position (location) of the laboratory	0.11	3	0.33
4	Does not impose sampling fees on consumers	0.16	2	0.32
	TOTAL STRENGTH	0.53		1.05
Weakness				
1	Marketing is still weak, done only through word of mouth	0.13	1	0.13
2	Inadequate number of human resources	0.12	2	0.24
3	Can only analyze water and air samples	0.11	3	0.33
4	Do not use special promotional activities such as advertisements, events etc.	0.12	3	0.36
	TOTAL WEAKNESS	0.47		1.06
	TOTAL STRENGTH + WEAKNESS	1.00		2.11
Opportunity				
1	The business market is still high, seeing the industry's need to check the quality of waste	0.16	4	0.64
2	The selling price is not high, proportional to the quality provided	0.12	2	0.24
3	Have the opportunity to cooperate with the industrial estate	0.13	3	0.39
4	Good economic growth in new industrial sectors such as Majalengka Regency	0.11	1	0.11
	TOTAL OPPORTUNITY	0.52		1.38
THREATS				
1	The emergence of a competitor in the form of a new testing laboratory	0.11	3	0.33
2	Certain competitors dare to compete by monopolizing the market and charging lower prices	0.13	1	0.13
3	The increasing number of accredited laboratories	0.13	2	0.26
4	Bargaining power of consumers	0.11	4	0.44
	TOTAL THREATS	0.48		1.16
	TOTAL OPPORTUNITY + THREATS	1.00		2.54

SWOT matrix



1. To determine the position in the SWOT matrix, two calculations are carried out. First, by adding up the total strength score and the total weakness score, it is assumed that the strength score is positive, while the weakness score is dominant. If the result is positive, it means that the power factor is more dominant.
2. Second, adding up the total opportunity score with the total threat score, it is assumed that the opportunity score is positive, while the threat score is dominant. If the result is positive, it means that the opportunity factor is more dominant. Conversely, if the result is dominant, it means that the threat factor is more dominant.

3. From the SWOT matrix, 4 main strategies can be formulated, namely S-O, W-O, S-T, and W-T. Each of these strategies has its own characteristics and should be implemented, then implemented jointly and mutually supporting each other (Tjoe & Sarjono, 2010) Strategy S-O (Strengths – Opportunities).

This category contains various alternative strategies that take advantage of opportunities by exploiting their strengths / strengths.

1. W-O (Weaknesses – Opportunities) strategies. Categories that take advantage of external opportunities to overcome weaknesses.

2. S-T (Strengths–Threats) strategies. A category of alternative strategies that utilize power to overcome threats.
3. W-T (Weakness-Threats) Strategies. The category of alternative strategies is a solution to assessing the weaknesses and threats faced, or attempts to avoid threats to overcome weaknesses.

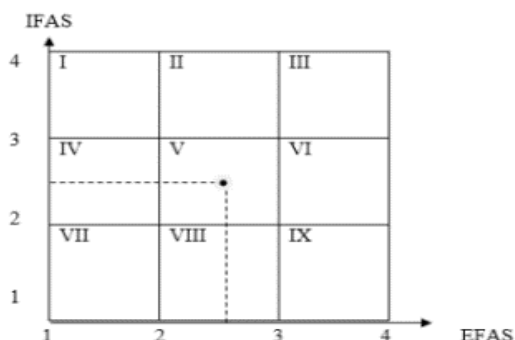
Based on the SWOT diagram analysis in table 3 and the values in the EFAS and IFAS tables, that the strength is smaller than the weakness and the opportunity is greater than the threat, the company is in quadrant II with a turnaround strategy in accordance with the WO strategy in the SWOT matrix.

Table 4.: SWOT Matrix

	Strength	Weakness
	1. Has a wide market share	1. Marketing is still weak
	2. Quality test results	2. Inadequate number of human resources
	3. Strategic position (location) of the laboratory	3. Can only analyze water and air samples
	4. Does not impose sampling fees on consumers	4. Do not use special promotions such as advertisements, events and so on
Opportunity	<u>S-O Strategy</u>	<u>W-O Strategy</u>
1. The business market is still high, the industry needs to check waste	1. Market Expansion (S1,S2,S3,S4,O3,O4)	1. Improve marketing strategy (W1, W4,O1, O2,O3,O4)
2. The selling price is not high relative	2. Opening a laboratory branch (S3, O1,O3,O4)	2. Adding a workforce both employees / contract workers (W2,O1,O4)
3. Opportunities for Cooperation with Industrial Estates	3. Adding Test Parameters (S1,S2,O1,O3)	3. Produce Other Services in the form of analysis of solids and soil samples (W1,O1,O4)
4. Economic growth in the new industrial sector	4. Increase the selling price (S1,S2,S4,O1,O2)	4. Update analysis methods and technology (W2,W3, O2,O4)
Threat	<u>S-T Strategy</u>	<u>W-T Strategy</u>
1. A new testing laboratory competitor appears	1. Implementing Direct Selling is like following an event (S1,S2,T1,T2, T3,T4)	1. Give a discount or discount (W1,W2,T2,T4)
2. Competitors dare to compete by monopolizing the market and fixing low prices	2. Collaboration with other institutions such as hospital unions (S1,S2,S3,T2,T3)	2. Adding a workforce both employees / contract workers (W2,T1,T4)
3. More and more laboratories are accredited	3. Adding instrument tools (S1,S4,T3)	3. Create advertisements or promotions using social media (W1,W4 T1, T2,T4)
4. Bargaining power of consumers	4. Give a discount or discount (S1, S4, T2,T4)	4. Provide education to consumers about the importance of waste quality (W1,W4,T1,T2)

From the calculation of the IFAS and EFAS tables, the IFAS value is 2.11 and the score for the EFAS results is 2.54. When converted into an IE Matrix Diagram image, it is located in quadrant V, where the result is that the company enters the

Growth and Stability phase. The company's position in business can be seen in the picture.



It can be seen that the appropriate strategy for Perum Jasa Tirta II Laboratory located in quadrant V is a growth strategy with concentration through horizontal integration showing the company's position in the Internal-External matrix, namely the position of 'Growth and Stability'. The growth strategy through horizontal integration according to Wheelen and Hunger (2012), from the internal side, the market segment should be expanded to be bigger, and from the external side the company can make acquisitions or joint ventures with companies in the same industry and be supported by strategies from SWOT analysis.

The solutions that companies can do when they are in quadrant V and are supported by a strategy from a SWOT analysis are:

- Increase the market segment by expanding the marketing area
- Cooperating with similar companies
- Focus on the company's human resources by increasing their skills to face new competitors.
- Continuous improvement of the best service

Strategic Direction

From the overall analysis it can be concluded that hypothesis research: "Competitive positioning analysis affects the competitive strategy of the Perum Jasa Tirta II Laboratory" is accepted. And the strategic direction at the Perum Jasa Tirta II Laboratory is Turn Around Strategy, there are opportunities that can be used to develop laboratory businesses, but there are problems with internal weaknesses. Therefore, management is required to make improvements and refinement of internal problems, in order to provide support for long-term business development.

Currently, the dominating market share for certified testing laboratories in the Karawang, Subang and Purwakarta districts is the Perum Jasa

Tirta II Laboratory. Efforts are made to survive the competition is to maintain consistency of high quality analysis results through standards and testing technology. The Perum Jasa Tirta II Laboratory can apply strategies that can refer to direct competition with competitors, one of which is by filling gaps in the market that competitors are targeting, especially new players.

So, the recommended strategy for this strategic direction is:

Changing marketing strategy

Their marketing ability is very low with a high business market. What can be done is that management must review it by analyzing the opportunities that exists to developed and collaborate with more industrial areas, carry out promotions and advertisements through social media and corporate websites, and so on.

Adding a workforce both employees' / contract workers

Companies must not only pay attention to the company's goals in the form of achieving company targets, but must be balanced with the availability of adequate labor and not overload. One alternative is collaborating with university pigs to accept interns.

Increasing product development innovation

Companies must review again to add test components at the Perum Jasa Tirta II laboratory, see that several industries not only produce waste in the form of liquid waste, and the frequent questions asked by consumers about when to check solid samples and organic parameters analysis.

Maintaining quality and update analysis technology

The laboratory also needs to maintain the quality of its products which are already good by continuing to carry out proficiency test, using CRM and laboratory personnel certification. It is also necessary to expand the range of parameters that can be analyzed by updating the analytical

method and completing the instrument tools according the needs.

Conclusion

Conclusion

Based on the results of research and discussion of business development strategy analysis through the competitive positioning analysis method on the Perum Jasa Tirta II Laboratory in the water and air testing service industry, it can be concluded that:

1. Based on this research, it can be seen that the company has a business development strategy using production technology and relies on the quality of the test results. turnaround strategy. There are opportunities that can be used to develop a laboratory business, but on the internal side the company faces problems due to internal weaknesses. Therefore, management is required to continuously make improvements and refinement of internal problems, in order to provide support for long-term business development.
2. It can be concluded that the company's position is in the growth strategy stage with concentration through horizontal integration of the Internal-External matrix, namely the 'Growth and Stability' position. The strategy from the internal side should be expanded to a larger market segment, and from the external side the company can make acquisitions or joint ventures with companies in the same industry and be supported by a strategy from a SWOT analysis.

The solutions that companies can do when they are at this stage are:

- Increase the market segment by expanding the marketing area
 - Cooperating with similar companies
 - Focus on the company's human resources by increasing expertise
 - Continuous improvement of the best service
3. So far there are no new laboratories that threaten the Perum Jasa Tirta II laboratory, because the test results offered must be of good quality, at a lower price than competitors.

Suggestions

For future researchers, it is suggested that other company strategy analysis methods be used so that they can be used as a comparison in predicting competitive strategy analysis in the Perum Jasa Tirta II Laboratory.

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