

# Formulating Competitive Strategy in Camera Rental Competition in Malang City (Case Study on Swandudes Camera Rent Malang)

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## Abstract

This study aims to find out and analyze the internal and external environment in Swandudes Camera Rent, find out and analyze competitive conditions on Swandudes Camera Rent, and formulate strategic choices for Swandudes Camera Rent using the IFE, EFE, CPM, Grand Strategy Matrix and QSPM methods titled strategy formulation competitive in camera rental competitions in Malang (case study at Swandudes Camera Rent Malang)

The research found that IFE 2.97 total weight score and EFE 2.75 put Swandudes Camera Rent in an internal and external position that was good enough but had plenty of room for improvisation. The results of the Competitive Profile matrix (CPM) identify that Swandudes Camera Rent is in a position that is quite competitive with its competitors. The Grand Strategy Matrix results show that Swandudes Camera Rent is in quadrant I. The recommended strategy for companies in this matrix is market penetration, product development and market development. QSPM analysis results in a market penetration strategy as the main strategy of Swandudes Camera Rent to increase its competitiveness. This research concludes that Swandudes Camera Rent can increase promotions, increase advertising burdens, increase publicity efforts and take advantage of digital marketing trends with social media in implementing market penetration strategies.

**Keywords:** Integrated Marketing Communication, Service Quality, Purchase Decisions

## I. INTRODUCTION

Small Medium Enterprise or SME is an important economic factor in many nations. Globally, SMEs account for up to 99 percent of all businesses depending on what definition used to describe an SME. There is also a category of business variously described as a micro or very small business which sometimes is subsumed within the SME categories or separated as being one to two people in the business or perhaps up to ten people, depending on the version of the definition (Gilmore et al., 2013). SMEs are essential to the young and economic growth in most Southeast Asian nations, including Indonesia. Indonesia is one of the countries which has a vast polyglot archipelago, struggling with poverty and unemployment, poor and inadequate infrastructure, rampant corruption, insufficient capital, and unequal distribution of resources (Bhasin et al., 2010).

the renting sector contributes 2,37% for Indonesia's amount of SME's. It is inferred that there is a growing number of a rental business owner in Indonesia. This number is growing because of several motives. According to Bell and Christi (2008), some benefits of rental business owners include: 'Starting something from nothing, earning additional income or creating employment for yourself, incorporating interesting business into your life, and potentially meeting new people from around the world. In short, owning a rental business puts you in charge of your career and financial future. You can make your own

choices and enjoy your success. The benefits become the reason for the major rental business owners to start their business.

There are various reasons for people to rent rather than buy. Buying goods directly is often the only way of acquisition in much academic research. Although importance is a widely-used model for acquiring items for personal use, it is only a little about how consumers make decisions regarding whether to buy or to rent a personal-use item. One of the behavioral criteria that influential is the duration for which the item is expected to be used. Renting an item may be perceived as being compatible with the short-term use of items, while buying the item may be perceived as a more permanent mode of acquisition, reserved for longer-duration use (Moore and Taylor, 2009). Duration is one of the biggest reasons as to why people choose to rent, followed by lower price.

Camera rental business is one of SMEs based service which is common in Indonesia today. The camera rental business is entrusted to begin around 2007, beginning with someone named Bpk. Andi Susanto, owner of Sewakamera.com, who is one of the largest camera rental businesses that rent photographic equipment with the first capital worth of 300 million Rupiah in the Indonesian capital, Jakarta. He is one of the photography enthusiasts since 2004 and is active in one of Jakarta photography communities. In his interview with national media, he stated that before

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deciding to open a photography equipment rental business, first Andi conducted a market survey. As a result, Andi found many photography enthusiasts, but they did not have complete photographic equipment. Then he said "This group is my consumer,"

Now, sewaamera.com has a broader business as developing its branch in Bali by carrying out the PT Megawastu Digital flag. In Indonesia, there are several camera rental business pioneers that are now become a big player. There are rentalalat.com, focusedequipment.com, zenonrental.com, and pondoklensa.com. They are spread in various big cities in Indonesia such as Bandung, Jogjakarta, Bali, and Surabaya. The net income is confirmed around IDR100.000.000 – IDR500.000.000 per month, with margin profit of 50-55%.

Among the wealth of Indonesia's tourism, East Java, Bali, and West Nusa Tenggara are most well known about their tourism. The three provinces create a golden line of Indonesian tourism in the south of Indonesia. In East Java, there is Mount Bromo, which is the most beautiful mountain in Indonesia. Bromo Tengger Semeru National Park is a significant economic area for the surrounding society (Wiratama et al., 2014). The big economy area includes housing rent, camping equipment rent, and also camera rent.

There are twenty-one camera rental businesses and still counting, with both small and large scale in the Malang city. It is high and growing because that the high demand for camera rental. A large number of tourists in the city create a whole market for photography enthusiast, including amateur and professional. Contributions of tourism to the economy are productive employment, income through wages, interest, rent, sales, and taxes (Purwomarwanto and Ramachandran, 2015).

Based on the internal interview, approximately camera rental business in Malang has net income ranged from IDR3.000.000 – IDR100.000.000 each month depends on how many items and variety of camera equipment are rented out. The way to promote a business usually starts with family, friends, and through social media such as Instagram and Facebook. However, business development is threatened by fraud, scam, embezzlement, and high maintenance costs.

Swandudes Camera Rent is one of the pioneers in Malang camera rental industry. Based on the internal interview, Swandudes confirmed to be officially in camera rental business in October 2014, when it first came out with the name of GoSwan. This business was formed by a group of college students, the majority of them came from the business study. At first, it is only renting a famous brand action camera, GoPro. Later, it

widened its product rent such as mirrorless, DSLR, and drone camera.

The founder confirmed that at the beginning of the camera rental business, the price is almost four times higher compared to the current average price. It was because, at the time, camera rent business was still rare so they can arrange an affordable price that benefits a lot for the company. In the beginning, GoSwan reached an income of IDR20.000.000 per month with only 5 action cameras. After adding more various cameras and equipment, at the beginning of 2016, GoSwan changed its name to Swandudes Camera Rent.

Swandudes Camera Rent offers various new products following the release of giant camera product such as Fujifilm, Canon, and Sony. In late 2016, based on the internal interview, the company's net income reached IDR30.000.000 per month with almost 20 cameras to rent. The average price becomes cheaper since many competitors offer a much lower price than Swandudes Camera Rent.

There are several strong competitors of Swandudes Camera Rent in Malang namely; Kamera Malang, NgalamStore, and Outliner.id. Kamera Malang is also one of the camera rental business pioneers. Its revenue is confirmed to reach almost IDR100.000.000 per month since they have almost 200 units of camera gear. They also have a cooperation with a strong college student media in Instagram; @mahasiswamalang which promoted them every week since 2016 to their 94,000 followers, which the majority of them are college students and become a clear market target for Kamera Malang.

Different from NgalamStore, it one of the camera retailers in Malang which has rental business in other business. They cooperate with Arema FC, Malang local football club that is very famous among Indonesia football fans. In every event of Arema, they always involved as a sponsor. Therefore, many Arema FC supporters know about NgalamStore. Their target market is clear; a lot of Arema FC supporters in Malang city.

However, Outliner.id is also one of the well-known competitors that arise in the last two years. They become a real competitor that offers the consumers a very tantalizing package of camera equipment rental. They also promote the business in Instagram Ads by Instagram. They are accounted for a large-scale camera rental business in Malang.

Swandudes Camera Rent does not have any official partner to become a promotion media as the competitors have. The business also does not cooperate with other entity in order to capture a larger market like their competitors do, or even promoting using Instagram

ads. All of the competitors above have business management that executes it well.

According to an internal interview with Swandudes Camera Rent owner, the business lacks things that the competitors have; which is very persuasive and intense marketing. Unlike the competitors, Swandudes Camera Rent also lacks management, that in this current time is directly managed by the founders. The company does not have a management strategy to face its competitors and has never formulated any strategy to get developed.

The SMEs marketing function is hindered by constraints such as poor cash flow, lack of marketing expertise, business size, tactical customer-related problems, and strategic customer-related problems. Despite such restrictions, SMEs successfully use marketing to generate sales and utilizing innovative marketing practices to overcome such challenges. Innovative marketing is fundamentally important for SMEs (O'Dwyer et al., 2009).

Nowadays, customers expect companies to be designated on social media platforms. Customers will discuss companies and products on social media, regardless of whether the companies are designated on the platforms or not. Therefore, it is vital for companies to be present on these platforms in order to be a part of the discussion. On Instagram, a company can share contents that would perhaps be unfitting for any other medium (Bergström and Bäckman, 2013).

In the research conducted by Gill and Biger (2012), the lack of management skills of small business owners is negatively related to the small business growth. It can be interpreted that without good management, the business will struggle to develop.

According to Urban and Naidoo (2012), in South Africa, up to 50 percent of new businesses eventually fail. One of the reasons for such a high mortality rate is the entrepreneur's lack of managerial skills, which eventually impairs the new business. Moreover, such a high mortality rate indicates that there is a deficit in management skills, particularly in terms of operation skills. The area of production or operation management has failed to attract quality human resources.

Searching strategy is an important step of SMEs for open innovation. SMEs made searching strategies for new knowledge, innovative ideas, partners, and potential market, among others. Adjustments in the existing strategies of SMEs are necessary to adopt a particular searching strategy for open innovation. Searching strategy includes acquisition and exploitation (Hossain and Kauranen, 2016).

Baer et al. (2013) described that designing new business strategies, producing innovations to grow profit, or developing novel supply chain configurations to achieve a cost advantage are some of the complex, ill-structured strategic challenges organizations must grapple with in creating sources of competitive advantage. It means that in the process of any condition, the strategy is compulsory for a company to get a competitive advantage. To achieve that, it needs to perform strategy formulation.

This research is conducted to identify Swandudes Camera Rent problems in terms of business development, competing with a new and old competitor, considering it was one of the first initiators. It will give several strategies recommendations. The goal for Swandudes Camera Rent is to survive and to look for prospect referring to camera business or other SMEs service based.

Strategic management practice is an important practice as it gives a strong influence on companies' success. As explained by (Bakar et al., 2011) the importance of strategic management in a company can be answered by looking at the relationship between strategic management and organizational performance. Strategic management does give a positive influence. Since the competition is real and needs a strategy, and there are many businesses like camera rentals that require a business strategy to develop and survive.

As described above, the researcher conducted this research that hopefully can support Swandudes Camera Rent and others SMEs to formulate and to choose the best strategy since it is a significant factor to face real competition in any business, especially for service-based SMEs that are engaged in rental or renting expensive items such as a camera. Therefore, the researcher conducted research entitled "Formulate Competitive Strategy in Malang City (Case Study on Swandudes Camera Rent Malang)"

## **II. LITERATURE REVIEW**

### **2.1 Review of Theory and Previous Research**

Discussing previous research, unfortunately, there is no previous research about the formulation of strategies for the camera rental business. However, some previous studies formulate strategies for businesses in the service sector using strategy formulation theory or those in the strategy formulation process. This showed that this theory had been widely used and well applied in the academic and practical fields in the business world by several academics or experts.

### **2.2 Strategic Management**

According to Wheelen and Hunger (2012:5), strategic management is a set of managerial decisions and actions that determine the performance of a corporation. It includes environmental scanning (both

external and internal), strategy formulation (strategic or long-range planning), strategy implementation, and evaluation and control. The study of strategic management emphasizes the monitoring and evaluating of external opportunities and threats in light of a corporation's strengths and weaknesses. It involves environmental scanning, strategy formulation, strategy implementation, evaluation, and control. Based on the previous definition, it is a must for a company, whether big or small company, such as Swandudes Camera Rent to implement strategic management.

## **2.3 Strategy Concept**

A strategy is a perspective, position, plan, and pattern. The concept of strategy continues to grow. Initially, a concept acquired from the military has been adapted for business use.

Chandler (1962: 13) stated that "A strategy can be defined as the determination of the goals and objectives of the enterprise, and the adoption of courses of action for these goals." A good understanding of the concept of strategy and other related concepts can help to determine the success of the strategy prepared. This concept should be understood in every level of management of Swandudes Camera Rent. The concepts are as follows:

### **2.3.1 Distinctive Competence**

Distinctive expertise refers to a company that performs better than its competitors. Since the company can do something better than other companies, this company has a competitive advantage over other companies. There are different types of competence, including technology, manufacturing, consumer relations, and marketing or the people that work for the business.

Some companies do not realize the function of distinctive competence theoretically. Therefore, it becomes an obligation for Swandudes Camera Rent stakeholder to comprehend it in order to make a more significant effort to create both of the concepts.

### **2.3.2 Competitive Advantage**

Competitive advantage is caused by the choice of strategies by the company to seize market opportunities. According to Porter, there are three strategies that companies can take to gain a competitive advantage (Porter, 2008), namely:

Cost Leadership is the ability of a company to produce a product or service which is cheaper than other competitors. If the company can produce a product of the same quality but sell it at a lower price, then this gives a competitive advantage over other companies.

The differential advantage is that the products or services of a company differ from its competitors. Michael Porter recommended in his book that these

goods or services should be attractive to distinguish themselves from their competitors.

Focus strategy tries to get companies to target a few target markets instead of trying to target everyone. Smaller companies often use this strategy because they may not have the necessary resources or the ability to target all. Swandudes Camera Rent must implement three strategies to get a competitive advantage; it showed where the strategy should take place.

## **2.3.3 Kinds of Strategy**

Competition analysis in a company can make the company aware of the company's position in the sector, by developing strategies that are in line with the internal and external circumstances of the company. There are various types of strategies that companies can apply to the development and maintenance of their competitive skills, including: integration strategy, incentive strategy, diversification strategy and defensive strategy.

## **2.4 Competitive Strategy**

A competitive strategy can be defined as a long-term action plan which a company intends to achieve a competitive advantage over its competitors after examining and comparing the strengths and weaknesses of the latter. This strategy can be used to withstand the pressure of the competitive market, to attract customers, and to help to consolidate the market position of the company.

## **2.5 External Factor Evaluation**

David (2011) described the purpose of an external audit is to develop a finite list of opportunities for a company and to avoid the threats. As the term "finite" suggests, the external audit is not intended to develop a comprehensive list of all possible factors that could influence the company, but rather to identify key variables that provide actionable answers. Companies should be able to respond to the factors either offensively or defensively by formulating strategies that exploit external opportunities or minimize the impact of potential threats. External forces can be divided into five broad categories, namely: (1) economic forces; (2) social, cultural, demographic, and natural environment forces; (3) political, governmental, and legal forces; (4) technological forces; and (5) competitive forces.

## **2.6 Internal Factor Evaluation**

The development of Internal Factor Evaluation (IFE) matrix is a summary step in conducting an internal strategic management audit. This strategy-formulation tool summarizes and evaluates the main strengths and weaknesses in a company's functional areas and provides a basis for the identification and evaluation of relationships between them. Intuitive judgments are

necessary for the development of an IFE matrix so that the appearance of a scientific approach should not be interpreted as meaning that this is a powerful technique.

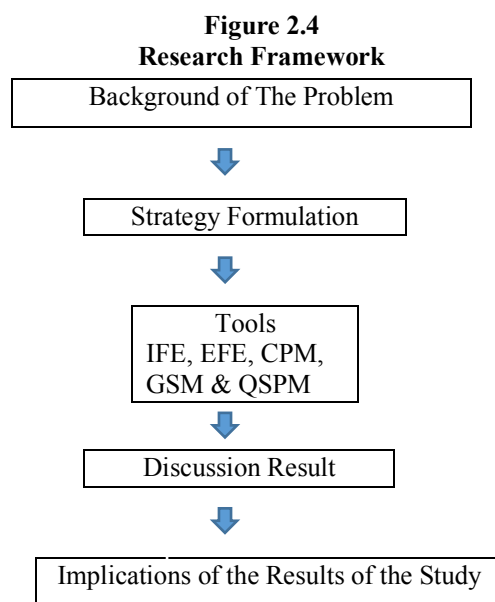
## 2.7 Grand Strategy Matrix

The Grand Strategy Matrix has become a favorite tool for developing alternative strategies. All organizations can be placed in one of the four strategic quadrants of the Grand Strategy Matrix. The divisions of a company could also be positioned (David, 2011).

## 2.8 Quantitative Strategic Planning Matrix

Conceptually, the QSPM determines the relative attractiveness of various strategies based on the extent to which key external and internal critical success factors are capitalized upon or improved. The relative attractiveness of each strategy within the cumulative impact of each external and internal critical success factor. Any number of sets of alternative strategies that can be included in the QSPM and any number of strategies that can be used to be evaluated are relative to each other (David, 2011).

## 2.9 Research Framework



## III RESEARCH METHODOLOGY

### 3.1 Types of Research

This research using a qualitative approach. Sekaran et al. (2013) explained that the analysis of qualitative data is aimed at making valid inferences from data in the forms of words. Qualitative research is a systematic empirical writing form into meaning. Systematically means planned, ordered, public, and in

agreed with the rules. Empirically, it means that this type of investigation is based on the experienced. Investigation tells researchers how people understand their experience.

This research is classified as descriptive research, which only describes, summarizes different conditions and situations over a certain period. The purpose of this study is to analyze the internal and external environmental factors of Swandudes Camera Rent in order to create a strategy formulation given the competition for of camera rent business. The results of this study are only conducted within a certain period by interpreting the current data on Swandudes camera rent and future trends.

### 3.2 Location and Period of Research

This research was conducted at Swandudes Camera Rent Malang. Precisely at Perum Griya Shanta Blok C305, Soekarno Hatta, Lowokwaru, Malang City, East Java 65141. Research conducted during February-March 2019.

### 3.3 The Scope of Research

This research focuses on strategic formulation Swandudes Camera Rent as a camera rental company. This research has been conducted within the scope of Swandudes Camera Rent Malang, particularly in the camera rental competition in Malang.

The Strategic formulation of this research applied three stages namely input stage, matching stage and decision stage. Through private interview and strategic management theory, it delivers a strategy recommendation as the result of the research.

### 3.4 Types and Source of Data

The type of data used in this study are:

#### 1. Primary Data

Primary data is data that is obtained directly from sources in the field and has not gone through the previous processing. Primary data used in this study is the result of private interview, identifying strategic factors in the Swandudes Camera Rent, data on company profiles, etc.

#### 2. Secondary Data

Secondary data is data obtained from the second source and has been through data processing such as data obtained from consumers, company profiles taken from the internet, data obtained from previous research, and other data taken from second sources such as magazines, articles, journals, and other websites.

The data sources used in this study come from inside and outside the company. The data source of this research are:

#### 1. Internal Data

Internal data is data that comes from within (internal) the company studied. In this study, internal data was taken from Swandudes Camera Rent owner

through the interview. Internal data obtained are from company profiles, tenant data over the past few months, and key internal and external factors that affect the company.

## **2. External Data**

External data is data obtained from the outside (external) company studied. The data obtained is not from Swandudes Camera Rent such as the level of visitors to the city of Malang, the number of Malang city populations, and other data obtained through literature studies of previous research, journals, and the internet.

### **3.5 Data Collection Methods and Techniques**

The data collection method is a case study, which is a method of collecting several elements from the Swandudes camera rent. The research data on Swandudes Camera Rent focuses on the field of strategic management, specifically, the strategy of Swandudes Camera Rent in the competition of the camera rental industry.

The data collection technique is an integrated process and standard for the primary and secondary data collection. The following techniques are namely:

#### **1) Interview**

An interview is a process of obtaining answers for research purposes by way of question and answer face to face. In this study, interviews were conducted with executives.

#### **2) Documentation**

Documentation is a combination of data with extracting historical data in the form of reports and data about rental of Swandudes Camera Rent Malang.

#### **3) Observation**

Research data was collected through observation from the previous researchers. In this study, the observation method used to change the external environment of the company and capture the conditions of the Swandudes Camera Rent Malang.

#### **4) Literature Review**

The data collection method is by conducting literature studies of relevant books, newspapers, journals, articles or research related to the analysis of the internal environment and the external environment of the company.

### **3.6 Data Analysis Technique**

Analysis methods and strategy choices can determine alternative strategy actions and ensure the company can achieve the company's vision and mission in the best way. Important strategy-formulation techniques can be integrated into a three-stage decision-making framework. The tools presented in this framework apply to all sizes and types of organizations and can help strategists identify, evaluate, and select strategies (David, 2011:176)

### **3.7 1. Input Stage**

Developing an External Factor Evaluation (EFE) Matrix, an Internal Factor Evaluation (IFE) Matrix, and a Competitive Profile Matrix (CPM). The information derived from these three matrices provides basic input information for the matching decision stage matrices.

#### **2. Matching Stage**

The matching stage of the strategy-formulation framework consists of a few techniques, including namely the Grand Strategy Matrix. This tool relies upon information derived from the input stage to match external opportunities and threats with internal strengths and weaknesses. Matching external and internal critical success factors is the key to effectively generating feasible alternative strategies. (David, 2011:178).

#### **3. Decision Stage**

Analysis and intuition provide a basis for making strategy-formulation decisions. The matching techniques just discussed revealing feasible alternative strategies. Many of these strategies will be participating in strategic analysis and choice activity. Any additional strategies resulting from the matching analysis can be discussed and added to the feasible alternative options. QSPM is the tool on this stage.

## **IV RESULT AND DISCUSSION**

### **4.1 Research Result**

#### **4.1.1 Company General Description**

Swandudes Camera Rent is a business of camera rental services and various items related to photography and videography. This idea was first conceived in October 2014 by Zammy Haryo Kusuma, Razif Maulana, and Septiawan Vergiawan who had the same vision and mission to create a creative business. Like most SMEs in general, Swandudes Camera Rent moved around until they finally settled in Griya Shanta Blok C305 since April 2017.

Quoted from an internet blog owned by Swandudes Camera Rent, Swandudes Camera Rent is a creative house that provides rental of various cameras — established since 2014 by fellow students who met in an economic faculty at one of Malang's reputable universities, Universitas Brawijaya. Swandudes is formed by a collection of students who choose business life outside of campus. Swan comes from the English word 'swan', swan is spry and brave even though it looks calm. Moreover, the word 'dudes' in English is related to friendship and association.

Swandudes was originally named GoSwan. GoSwan, which was initially founded specifically for GoPro rental service, finally began to add the latest gears to reap a bigger share. It was then made GoSwan become Swandudes Camera Rent. The increasing demand from the public for the needs of both amateur and professional photography makes Swandudes wants to continue to

grow from a student's creative home. The desire of the people who are changing quickly makes Swandudes quickly responds to the market by not only relying on variations of the action cameras but is ready to hit with a series of professional camera series.

#### **4.2 Analysis of Company Internal Environment**

Internal environmental analysis is intended to determine the extent to which the condition of the company is based on management functions within the company. The approach to internal environment analysis based on management functions in the Swandudes Camera Rent provides input on the utilization of strategic advantages and problem-solving. Internal analysis with a functional approach generally includes the fields of marketing, finance, human resources, and operations.

#### **4.3 Internal Factor Evaluation Matrix Analysis**

The multiple regression analysis model is applied in this research, connecting to a number of assumptions and fulfilling the classic assumptions in the underlying the model. Testing assumptions must be accomplished in order to utilize the regression equation properly.

##### **1. Strengths**

a. The location is in the middle of the target market of Malang city. According to the owner's knowledge, Jl. Soekarno Hatta is one of the most crowded busy in Malang. The area of Jl. Soekarno Hatta also has many student settlements, so it is no wonder that many big businesses have settled on this road such as Yoshinoya Restaurant, Pizza Hut, Bebek Slamet, and so on. This location also becomes Swandudes Camera Rent's location as the main preference when prospective customers want to rent a camera because the road access is easy to reach and close to various places. It makes Swandudes Camera Rent busy, especially during weekends.

b. Swandudes is one of the pioneers of camera rentals in Malang which has been established since 2014. It has been established for almost five years to claim this business as one of the most experienced businesses in its field. It knows well what the market needs in terms of products and services. This experience is called by the owner as a power where many consumers choose Swandudes because of the trusted, experienced businesses and continue to maintain customers' satisfaction.

c. Rental service with the latest and complete equipment. Based on the information obtained from the interview, the owner of Swandudes Camera Rent claimed that almost every month, there is the procurement of new units, since new units are coming out on the market, and there will be a high demand from consumers. Although it is not very complete, he admitted that every month Swandudes Camera Rent tries to

continue to meet consumers' desires for new units. When consumers rent cameras, consumers also get equipment that is included with the camera such as camera memory card, two camera batteries, a camera strap, and a camera bag.

d. Long operational hours. According to the owner of Swandudes Camera Rent, a long operational hour is one of the strengths of Swandudes Camera Rent in maintaining market share. Open from 8 am to 11 pm, many student consumers can take the unit when the store is about to close because they want to wear it at midnight, for example like Bromo Sunrise tours. In the morning, not a few who rent directly to the store, so Swandudes Camera Rent can get consumers early.

e. The quality of service is very well maintained. Well-maintained service quality will support the efforts to create customers' satisfaction. It is the basis for the marketing concept, which states that satisfying customers' needs are the key to generating customer loyalty. This quality is produced by qualified employees. The employees at Swandudes Camera Rent are former employees in a production house in Malang, so they are very familiar with the camera and are experts in using it which make them proficient when teaching consumers to use a rental's unit. Swandudes Camera Rent also maintains excellent relationships with loyal customers.

##### **2. Weaknesses**

Weakness is a form of situation or condition which is a weakness of the current Swandudes Camera Rent. Through analysis of these weaknesses, we can find out the obstacles that the company has in terms of its operational activities. The weaknesses in the Swandudes Camera Rent can be described as follows.

a. Brand Image of Swandudes Camera Rent is not well known by the public. If the people see the name Swandudes, the general people will first think about what Swandudes do, not immediately know that it is a camera rental. Moreover, the name Swandudes Camera Rent uses English so that the target market is directly aimed at those who understand English. So, more student consumers who know about Swandudes Camera Rent rather than non-student.

b. Availability of funding sources for business expansion is lacking. The limited source of funds owned by the company resulted in the development process that is not being able to be carried out optimally, mainly related to the facilities and promotion infrastructure. From the interviews, it is known that Swandudes Camera Rent has difficulty in funding because most investors in Swandudes Camera Rent have limited financial means, so they are only able to inject new units within a specified period. Swandudes Camera Rent requires additional funding sources to do store renewal, massive promotions, and additional rental units.

c. Often rejects consumers because of the limited availability of certain units. In Swandudes Camera Rent, there are specific units which at a certain time have many demands. Unfortunately, at that particular moment, Swandudes Camera Rent was unable to fulfill all of these demands, so it had to reject orders from prospective tenants. It is very unfortunate because by rejecting the order, Swandudes Camera Rent loses potential profits and also makes potential customers disappointed.

d. Promotions rely heavily on Instagram social media platforms. Swandudes Camera Rent is very often using Instagram as an up-to-date promotional media. So, only Instagram users that are reachable. Even though the number of Instagram users is huge and is increasing every day, Swandudes Camera Rent is still unable to gain market share other than Instagram users. It is unfortunate because Instagram users do not open Instagram every day and find out what promotions that Swandudes Camera Rent made.

e. Rental prices tend to be more expensive. The owner claimed that the rental price applied was indeed more expensive than other camera rentals. It is because Swandudes Camera Rent wants to keep rental prices stable. Many new rentals that apply prices under Swandudes Camera Rent want to steal consumers instantly. Prices are applied considering the price of the unit being rented, operational costs, and so on.

**Table 4.3**  
**Swandudes Camera Rent IFE Matrix**

No.	Internal Factor	Weight	Rating	Score
<b>a. Strengths</b>				
1.	The location is in the middle of the target market of Malang City.	0.12	4	0.48
2.	Experienced as one of the camera rentals pioneers in Malang City.	0.13	3	0.39
3.	One of the rentals with complete and up-to-date photography and videography equipment.	0.11	3	0.33
4.	Long operational hours.	0.8	4	0.32
5.	The best service for consumers.	0.10	3	0.30
<b>b. Weaknesses</b>				
1.	Brand Image Swandudes Camera Rent that is not well known by the public.	0.12	3	0.36
2.	Availability of limited capital resources for business expansion.	0.09	4	0.36
3.	Receive complaints from consumers because of the limited availability of certain units.	0.10	2	0.20
4.	Promotions that only rely on Instagram social media platform.	0.08	2	0.16
5.	Rental prices tend to be more expensive.	0.07	1	0.07
<b>Total</b>		<b>1.00</b>		<b>2.97</b>

Source: Primary Data Processed

#### 4.4 Analysis of Company External Environment

The company's external environment includes environmental factors outside the company that can significantly affect the company's operational activities. The external environment of the company provides

opportunities and threats for the company. External factors that can provide opportunities and threats for Swandudes Camera Malang are Governmental Factors, Economic Factors, Technology Factors, Socio-Cultural Factors, and Demographic Factors.

#### 4.5 External Factor Evaluation Matrix Analysis

The External Factor Evaluation (EFE) matrix is used to analyze the company's external environmental factors. This matrix is based on an analysis of the company's external environment by giving weighted values to each of the factors that influence the company. This EFE matrix includes analysis of government, economic, technological, socio-cultural, demographic, and industrial analysis factors.

Analysis of the company's external environment must be objective to find opportunities that can be utilized by the company and threats that must be anticipated by Swandudes Camera Rent.

##### 1. Opportunities

a. Increased public awareness of the need for photography and videography.

In this era, people are slowly beginning to realize the need for photography as well as videography. There are two developing cultures, namely the culture of documentation for important moments, and the culture of narcissism. Important moments can be in the form of weddings, formal events, or even family vacations. On the other hand, narcissism can be seen in the form of social media users who need visual media such as photos and videos to be uploaded on social media such as Instagram or Facebook.

In the end, these two growing cultures show the importance of photography and videography, so that Swandudes Camera Rent can be a solution of the needs of consumers with the tools needed because not all of the consumers have diverse photography and videography tools. This opportunity is maximized by Swandudes Camera Rent in embracing and creating a better and educated market.

b. The number of tourists in Malang continues to increase every year.

Malang is one of the cities with many tourists in Indonesia. It has become the economic wheel for Malang City because tourists need various things while they travel to Malang City. For examples; lodging, vehicle rental, foods, and supporting items renting during the holidays. Tourists generally need a camera to capture their special moments in Malang. Not all of the tourists have decent cameras to disclosure their holiday in Malang City. This opportunity is maximized by Swandudes by making tourists as their target market. By promoting traveler's cameras choice, Swandudes can reach the tourist market as their camera tenants. The number of tourists who rent tools at Swandudes Camera



Rent is 30% to 40% of the total Swandudes Camera Rent customers per month.

c. The number of students and residents in Malang is increasing every year.

Malang has well-known universities which are an attraction for anyone from various regions to become a student in Malang, for example, Universitas Brawijaya, Universitas Muhammadiyah Malang, Universitas Negeri Malang, etc. This fact makes Malang as a student city along with Yogyakarta and Bandung. The amount of population in Malang per December 2018 was 866,118 which are spread over five sub-districts. If it is compared with the previous year, there was a population increase as much as 4,704. Whereas, according to Malang City Dispendukcapil Data, the population of Malang City experienced growth every month. The population increase is around 1.58%. The increase of population in Malang City is mostly due to the presence of newcomers which are dominated by students. The phenomenon of community growth in Malang is an opportunity for new market targets for Swandudes Camera Rent to develop its market and to increase the number of rental bookings. Students who rent at Swandudes Camera Rent are 40% to 50% of the total Swandudes Camera Rent customers every month.

d. Customers will be paid more attention and abstain from moving to other competitors.

People who have rented in Swandudes Camera Rent can be called as customers. So, the customers of Swandudes Camera Rent are an opportunity to be maintained so that they continue to return to the Camera Rent Swandudes in the future. Incessant promos from competitors are related to the difficult customers' establishment. Therefore, a program is needed to bind customers, such as special price discounts, ensuring customer needs are met, and implementing a membership system.

e. Utilizing a variety of innovative advertising media.

Advertising today has progressed a lot compared to the previous years. Thanks to technology, advertising is able to access advertising targets effectively, accurately, and affordably. The increase of innovative advertising can be seen from various social media platforms, endorsement systems, paid promote, and brand ambassadors. Today's consumers may spend more time on the internet every day. However, in Indonesia, billboards in some strategic locations are still the mainstay of advertising. In the current time, Swandudes Camera Rent must be able to master advertising. Website creation, social media advertising, and billboards can be considered as advertising media.

## **2. Threats**

a. The development of competitors

It is undeniable that the camera rental business continues to spread in Malang City. There have been 21 camera

rentals on a large or small scale. This rental business continues to grow and tries various breakthroughs to bring in consumers that generate profits. The development of competitors is a threat to Swandudes Camera Rent to the existing market share that can directly endanger the sustainability of the Swandudes Camera Rent business. The rapid development of the camera rental industry in Malang has become a factor in the rise of new arrivals. Their development, such as intense promotion, membership systems, and becoming an official partner of other entities is a development that Swandudes Camera Rent must pay attention to and watch out for.

b. Theft, embezzlement, and fraud from consumers.

Types of rental businesses such as cars, motorbikes, and cameras are targeted by criminals to commit theft, embezzlement, or fraud. It is because they only have to pay for a little money and they are able to take goods with a value of many times the money spent. Even though the rental business has done various ways to prevent this, the intentions of the perpetrators of crime come and go. The rental business actually expects the equal realization of E-KTP by the government so that consumers can rent with a valid identity. However, rental businesses generally ask for two to four tenant identities as terms and guarantees.

c. The increased income of consumers in the future so they prefer buying rather than renting

The increase of community's income is certainly a good sign for a business. However, for the rental business, if many consumers experience an increase in their income, it is not impossible that consumers prefer to directly buy rather than rent items. For example, the population in Kalimantan, which has a higher income than many other regions, the abundant natural resources cause the residents are more likely to buying rather than renting. It has become a specter in the future, and the Swandudes Camera Rent as a rental business must be prepared to handle this matter. Therefore, Swandudes also rents out various things that the camera needed so that people who have cameras can rent a various selection of lenses, microphones, lightings, etc.

d. New competitors who have large capital and are very cheap.

In camera rental business competition, there is a lot of ways to compete such as providing a various gear, delivering best quality of service, and creating a good relationship with the customer. However, there is also a price competition where business tends to target quantity over quality. Most business people in Malang compete with the price competition. Even some are willing to reduce the prices in order to be able to attract large numbers of consumers. Then, Swandudes Camera Rent must be able to prove the quality that is provided is

equivalent to what consumers pay, so that they do not turn to the competitors.

e. The emergence of start-up rental sites such as rentist.id and spotsewa.com

The emergence of start-up rentals is a threat to the sustainability of the Swandudes Camera Rent in the future. Start-ups, in general, can attract large investors, so they will get a larger capital to expand. In Indonesia, there have been several start-up rentals of various items such as rentist.id and spotsewa.com. They rent various items from cars, motorcycles, cellphones, homes, and cameras. Rentist.id comes from Jakarta and has opened a branch in Bali. Swandudes Camera Rent must be aware of start-ups like this and master specialization as camera rentals in Malang City.

**Table 4.5**  
**Swandudes Camera Rent EFE Matrix**

No.	External Factor	Weight	Rating	Score
<b>a. Opportunities</b>				
1.	Increasing public awareness of the need for photography and videography.	0.11	4	0.44
2.	The number of tourists in Malang continues to increase every year.	0.10	4	0.40
3.	The number of students and residents of Malang is increasing every year.	0.12	3	0.36
4.	Customers will be paid more attention and abstain from moving to other competitors.	0.07	3	0.21
5.	Utilizing a variety of innovative advertising media.	0.08	2	0.16
<b>b. Threats</b>				
1.	The development of competitors.	0.13	3	0.39
2.	Theft, embezzlement, and fraud from consumers.	0.11	3	0.33
3.	Increasing the income of consumers in the future, so they prefer buying rather than renting.	0.11	2	0.22
4.	New competitors who have a large capital and are offering a very low price.	0.07	2	0.14
5.	The emergence of start-up rental sites such as rentist.id and spotsewa.com	0.10	1	0.10
<b>Total</b>		<b>1.00</b>		<b>2.75</b>

Source: Primary Data Processed

#### 4.6 Competition Analysis

Competition in the world of camera rentals will be determined by factors that influence competitive advantage in the rental industry. Swandudes Camera Rent, which is a camera rental with the concept of renting the latest DSLR and Mirrorless cameras, has strong competitors with a similar concept, namely the Kamera Malang and Outlinerent.id.

Competition in the camera rental industry is influenced by several variables from the external environment and internal environment. Comparison of competitive advantages among camera rentals is made by using a competitive profile matrix. From the results of interviews with the owners of Swandudes Camera

Rent, the influential variables in camera rentals such as; business rent location, quality, and completeness of items for rent, service quality, competitive prices, marketing activities, market share, brand image, and safety. All of these variables are recognized as factors that can show strengths and weaknesses by camera rental actors in Malang.

**Table 4.6**  
**Competitive Profile Matrix**

Critical Success Factor	Weight	Swandudes Camera Rent		Kamera Malang		Outlinerent.id	
		Rating	Score	Rating	Score	Rating	Score
1. Business rent location	0,1	4	0,4	3	0,3	3	0,3
2. Quality and completeness of tools for rent	0,15	4	0,6	4	0,6	3	0,45
3. service quality	0,25	3	0,75	3	0,75	4	1
4. Competitive prices	0,1	4	0,4	3	0,3	2	0,2
5. Marketing activities	0,2	1	0,2	3	0,6	2	0,4
6. Market share	0,05	2	0,1	3	0,15	2	0,1
7. Brand image	0,05	2	0,1	3	0,15	2	0,1
8. Safety	0,1	4	0,4	4	0,4	3	0,3
<b>Total</b>	<b>1,00</b>		<b>2,95</b>		<b>3,25</b>		<b>2,85</b>

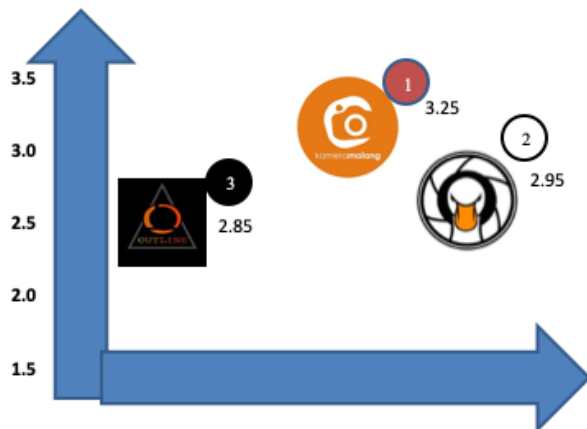
Source: Primary Data Processed

From the Competitive Profile Matrix (CPM) above, the highest order value is 1) Kamera Malang (3.25), 2) Swandudes Camera Rent (2.95), and 3) Outlinerent.id (2.85). This indicates that Kamera Malang is the main competitor, and Outlinerent.id is a competitor who can surpass Swandudes Camera Rent at any time. Both are strong competitors for the Swandudes Camera Rent in the competition of the camera rental industry with excellence in service quality, marketing activities (digital marketing), brand image, and market share. Meanwhile, Swandudes Camera Rent has advantages in business location, quality, and completeness of tools, competitive prices and security over its two main competitors, namely the

Kamera Malang and Outlinerent.id. From the CPM above, it can be concluded that service quality is the main determinant of success because of the service quality that distinguishes camera rentals from one another, considering that the product that is being rented is the same product. It is a conclusion from the results of interviews and direct observations at Swandudes Camera Rent and the competitor camera rental industry.

From the CPM analysis, it is also known that the strategic key factors that are the competitive advantage of Swandudes Camera Rent are the rental business location, the quality, and completeness of the leased equipment, competitive prices, and security, while for Kamera Malang and Outlinerent.id are service quality, marketing activities, brand image, and market share.

Figure 4.13  
Mapping of Competition in Camera Rental Industry



#### 4.7 Analysis and Choice of Strategy

After the analysis of the external environment, internal environment analysis, and competition analysis have been carried out as input stages, the next step in the formulation of the Swandudes Camera Rent competitive strategy is an analysis of strategy choices. Analysis of strategy choices will provide an alternative for Swandudes Camera Rent regarding strategies that can be used based on an internal and external analysis of the Swandudes Camera Rent

##### 4.7.1 Grand Strategy Matrix

Based on the analysis of the research conducted, the camera rental industry can be regarded as an industry where the market is overgrowing, marked by the continuous emergence of camera rentals which is indicating that the demand continues to increase. Based on the results of the CPM analysis, it is known that Swandudes Camera Rent has a weighting score of 2.95 which indicates that Swandudes Camra Rent is in a

competitive position. The following is the Grand Strategy Matrix from Swandudes Camera Rent;

Figure 4.14  
Swandudes Camera Rent Grand Strategy Matrix



Source: Primary Data Processed

In the picture above, it shows that the position of Swandudes Camera Rent is in the first quadrant which means that it has a very good strategic position. The recommended strategy in Swandudes Camera Rent, which is in quadrant I, is an intensive strategy (market penetration, product development, and market development), integrative (forward integrates, backward integration and horizontal integration), or related diversification.

#### 4.8 Strategy Selection

After environmental analysis and alternative strategy stages, the next is the alternative strategy selection stage that emerges from the Grand Strategy Matrix analysis. In the Grand Strategy Matrix analysis, the recommended strategy is the intensive strategy (market penetration, market development, and product development).

Companies that face a choice of strategies should conduct a Quantitative Strategic Planning Matrix (QSPM) analysis. This matrix provides assistance for Swandudes Camera Rent to choose between choices of competitive strategies that can be applied to face industrial competition. Purchase.

##### 1. Market Penetration

The market penetration strategy is to increase market share for products and services on today's market through a more significant marketing effort. Market penetration includes increasing numbers of salespeople, increasing advertising costs, increasing publication business, and offering extensive sales promotions.

##### 2. Market Development

Aim to introduce products or services to consumers that have never been obtained by a business.

### 3. Product Development

It is a strategy that aims to enable companies to increase sales by modifying and existing products/services.

**Table 4.7**

**Swandudes Camera Rent Grand Strategy Matrix**

External Key Factor	Weight	Alternative Strategy					
		Market Penetration		Market Development		Product Development	
		AS	TAS	AS	TAS	AS	TAS
1. Increased public awareness of the need for photography and videography.	0,2	3	0,6	4	0,8	3	0,6
2. The number of students and residents of Malang is increasing every year.	0,1	4	0,4	4	0,4	3	0,3
3. Utilizing a variety of innovative advertising media.	0,3	4	1,2	3	0,9	3	0,9
4. The development of competitors.	0,25	3	0,75	3	0,75	4	1
5. Theft, embezzlement and fraud from consumers.	0,15	1	0,15	1	0,15	1	0,15
<b>Total</b>	<b>1,00</b>		<b>3,1</b>		<b>3</b>		<b>2,95</b>
<b>Internal Key</b>							
1. The location is in the middle of the target market of Malang city.	0,3	4	1,2	2	0,6	3	0,9
2. Experienced as one of the Pioneer camera rentals in Malang City.	0,25	4	1	3	0,75	3	0,75
3. One of rentals with photography and videography tools that is fairly complete and up-to-date.	0,15	3	0,45	2	0,3	2	0,3
4. Availability of limited capital resources for business expansion.	0,15	2	0,3	1	0,15	1	0,15
5. Promotions that only rely on Instagram social media platforms.	0,15	4	0,6	3	0,45	2	0,3
<b>Total</b>	<b>1,00</b>		<b>3,55</b>		<b>2,25</b>		<b>2,4</b>
<b>Total</b>			<b>6,65</b>		<b>5,25</b>		<b>5,35</b>

Source: Primary Data Processed

Key factors are distinguished from external and internal of the EFE and IFE Matrix. The key factor in the QSPM is derived from external and internal environmental factors that might influence the selection of competitive strategies. The selection of external and internal strategic key factors is carried out qualitatively by considering the matrices of EFE, IFE, and CPM. Weight is obtained by qualitative analysis of external and internal key factors by making direct observations and analysis of existing primary data. Attractiveness value is obtained by considering the influence that will be given by external and internal key factors on the alternative strategies offered. Consideration is made with qualitative analysis based on interviews and discussions with the owners of Swandudes Camera Rent.

#### 4.8.1 Discussion of Intensive Market Penetration Strategy

Alternative strategies that have a higher total average score will be recommended as the chosen strategy. In this case, Swandudes Camera Rent must implement an intensive market penetration strategy to win the competition from its competitors from camera rental industry, namely the Kamera Malang and Outlinerent.id.

Intensive market penetration strategy is a solution strategy for the problem of Swandudes Camera Rent, which still does not have effective competitiveness in the camera rental market. Swandudes Camera Rent has the best camera quality and tools as well as strategic location compared to its competitors, but it is very regrettable that the market penetration of Swandudes Camera Rent is weak compared to other competitors. Therefore, Swandudes Camera Rent must increase its market share for camera rental through a larger marketing effort. This strategy is widely used and combined with other strategies, market penetration including increasing promos, increasing advertising burdens, increasing publicity efforts and leveraging digital marketing trends with social media into effective strategies and offering promotion of camera rental services from Swandudes Camera Rent as extensively.

## V CONCLUSION AND SUGGESTION

### 5.1 Conclusion

The results of the external environment analysis with the EFE matrix show a value of 2.75. It indicates that the Swandudes Camera Rent response is quite good above the average with a 2.5 weighted value so that the Swandudes Camera Rent works very well and they can take advantage of external opportunities and avoid threats that can disrupt business continuity. However, there is still a chance that Swandudes Camera Rent will continue to maximize its external opportunities and avoid the threats faced because the highest total score is 4.0. While the results of the internal environment

analysis with the IFE matrix show the value of 2.97. It indicates that the company has been above the average of 2.5. Swandudes Camera Rent has been able to take advantage of the company's competitive advantage, but there are still some internal weaknesses that must be addressed. The results of competition analysis using the Competitive Profile Matrix (CPM) show how the competition between the camera rental industry has been doing. It shows that Swandudes Camera Rent is still below in terms of service quality activities, marketing activities (digital marketing), brand image, and market share compared to Kamera Malang and Outlinerent.id to win the competition in the camera rental industry. From the analysis of the Grand Strategy Matrix, Swandudes Camera Rent is in quadrant I which is to evaluate the current approach to the market seriously in order to be able to become the market leader. The camera rental industry is growing, and Swandudes can compete effectively, but they need to evaluate the ineffective strategy approach and to know what the best way to improve the competitiveness of Swandudes Camera Rent. With a choice of intensive strategies, namely market penetration, market development, and product development. The results of the alternative strategy calculation with quantitative strategic planning matrix are market penetration strategy, market development strategy, and product development. The recommended competitive strategy for Swandudes Camera Rent is an intensive market penetration strategy. Market penetration by implementing marketing strategies in increasing promotion, increasing advertising burdens, increasing publicity efforts, and leveraging digital are marking trends in social media become effective strategies and offering promotion of camera rental services from Swandudes Camera Rent as extensively.

## 5.2 Recommendations

Swandudes Camera Rent is one of the pioneers of modern camera rentals that is quite active in renting photography and videography equipment in Malang City. Holding the status of camera rental pioneer, Swandudes Camera Rent has the potential to become a market leader in this industry that should be utilized maximally from the past. Even with limited capital, Swandudes Camera Rent may be able to do alternative things to support its sustainability such as opening capital from external teams or joint ventures with other companies.

With the camera rental industry which continues to grow, is it a must that many things are addressed in order to continue to be able to compete as calculated camera rentals in Malang. From management to operations from Swandudes Camera Rent. It is highly recommended for Swandudes Camera Rent to find experienced managers not only in the field of photography and videography but in managing business management and becoming a decision maker so that the

Camera Rent Swandudes can transform into giant camera rental such as camera rentals in other big cities like Jakarta, Bali, etc.

With the results of this research, namely market penetration, researchers strongly suggested Swandudes Camera Rent to use the services of a marketing consultant in executing this strategy. With maximum results, directed and accurate, it is expected to be able to bring Swandudes Camera Rent to beat all the advantages possessed by competitors. With the existence of marketing consultants, marketing activities are no longer carried out by the internal of Swandudes, but from outsourcing. It is also expected that marketing activities are not only through social media platforms but also spread to all other marketing media both online and offline.

By this research, Swandudes Camera Rent is obliged to be able to correct existing deficiencies so that there is no reason for customers to turn around and Swandudes Camera Rent can become a market leader in the camera rental industry..

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