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Product Development Strategy To Increase Business Competitiveness Of PT Lambang Jaya Lampung Selatan

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Abstract

PT. Lambang Jaya South Lampung has quite a lot of competitors in the field of agricultural equipment engineering, factory construction, and providing factory equipment maintenance services. Of course it has many competitors in its field, especially PT Lambang Jaya which is located in the South Lampung area which is an industrial area in Lampung. The approach used in this research is a qualitative approach with descriptive analysis, Data Analysis Techniques. Data analysis in qualitative research is carried out during data collection as stated by Miles and Huberman, namely: data reduction, data display, withdrawal. Conclusions (concluding drawing), in this research results were obtained. In a proactive approach, the company carries out continuous research and development to anticipate future consumer needs and improve product quality. They also adapted marketing strategies that focused on understanding consumer needs and adjusting prices accordingly. Meanwhile, in a reactive approach, companies respond to market conditions or competitors with defensive, imitative and second but better strategies. They protect themselves from threats from competing products by maintaining the security of research and development results, as well as conducting research on competitor products to improve the quality of their own products.

Keywords: Strategy, Product Development, Competitiveness

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INTRODUCTION

Business expansion is happening very quickly nowadays. This is due to the fact that local small and medium-sized businesses often train their employees together, so that those with less experience can compete better for jobs. Ultimately, the success or failure of a company depends on the goods it offers to customers. Before making a purchase, a company must study its environment to identify consumer demands and needs.

Business today is very competitive, therefore entrepreneurs who want to make a profit must be proactive and create new tactics to stay ahead. Of course, the ultimate goal is to be the best so that the business survives.(Santoso et al., 2022)

Putting together a product development plan is one of the many important first steps in launching a company or expanding an existing company. According to Amirullah Imam Hardjanto, business exists to provide goods and services to meet customer demand with the ultimate goal of making a profit. All of the following are synonyms for "business development": creating new activities, new goods, sales, more customers, more profits, and better distribution, value, and superiority of products.

According to Marrus, (2010) in(Pontung et al., 2021)Implementing a product development strategy is an important first step in starting a business or expanding an existing business. Business functions to provide products and services to meet client demand with the main aim of generating profits, as stated by Amirullah Imam Hardjanto. A synonym for “business development” is generating new activities, products, sales, increasing the consumer base, increasing profitability, and improving product distribution, value, and quality.

Formulating a company strategy includes planning for the future, establishing the company's vision and goals, determining financial and strategic goals, and developing plans to achieve those targets while providing the highest possible value to customers. Due to funding constraints, businesses must choose strategies that maximize return on investment. The process of formulating corporate strategy involves looking inside and outside the organization, as well as anticipating and responding to potential future events. Considerations such as market growth, product innovation, expansion vs. Diversification, going global, which companies to join and which to leave are very important when formulating plans.(Santoso et al., 2022).

PT. Lambang Jaya is located in Lampung province. It is a subsidiary of the Lambang Jaya Group which changed to a Limited Liability Company (PT) in 2011, and

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developed and increased its business into manufacturing, EPCC, tapioca starch development and other industries starting from 2011. PT Lambang Jaya is a company engaged in manufacturing which operates in Palm Oil Processing Factories, Tapioca Flour Processing Factories, Industrial Equipment, Building Construction, Agricultural Equipment.

When compared with competing goods, consumers will choose goods that have higher value. Companies must be able to identify the best business strategy through innovation if they want to create competitive goods with high selling value. To ensure their survival, companies must make the best use of their resources and engage in product development. If you want to be successful in your company, you need to create and design high-quality products.(Husniar et al., 2023).

Thus, companies need to develop products to attract consumers by increasing the added value of the products offered by the company and need to create superior products in the form of quality products, cheaper prices, faster production, and providing satisfying service, with that then consumers will increase consumer satisfaction with the company's products and services.

Kotler (2015) in(Diah et al., 2021)describes "Original product development, product improvements, product modifications, and product branding through company development efforts, to produce products that dominate the market and meet consumer needs." Many people neglect the responsibility of product development, or the act of creating new items. According to Assauri (2016), quoted in(Saribu & Maranatha, 2020), product development is the process of addressing potential product improvements in a way that increases product use and satisfaction.

Competition in the industrial world is getting tighter day by day, companies continue to be required to provide the best products and services for consumers in order to attract the attention of consumers or business partners, one of which is a company operating in the engineering and manufacturing sector such as PT Lambang Jaya Lampung Selatan, where currently there are many competitors who demand PT Lambang Jaya to continue to provide the latest innovations to be able to compete in the industry they are in, this condition needs to be responded to by the company by developing products in order to increase business competitiveness in the midst of a competitive environment, for this reason there is a need for a strategy in product development so that the company PT Lambang Jaya Lampung Selatan can compete with competitors in its field.

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THEORITICAL REVIEW

Strategy

To achieve goals, one must use strategy. Over time, the idea of strategy has changed and developed further. According to (Robbins, 2009) in(Julia & Masyruroh, 2022)said that "The definition of strategy in organizational capacity is the determination of various long-term goals and objectives that are fundamental for an organization, then continued using the determination of activity plans and the distribution of resources needed to achieve these various targets or objectives." According to David, strategy is a unified, broad and integrated plan that links a company's strategic advantages with environmental challenges, designed to ensure that the main goals of the company can be achieved through proper implementation by the organization.

Rangkuti (2006) and(Arfianti, 2017)states that to develop an effective strategy an understanding of the meaning of strategy and related concepts is required. The following are these meanings:

1. Distinctive Competence refers to the efforts a company makes to conduct operations more effectively than its competitors.
2. Competitive Advantage: different strategies used by an organization to outperform its competitors.

Strategic Management

Management According to Gatewood, Taylor, and Farrell in(Efriyanti & Wiajaya, 2016)"Management is a series of actions aimed at achieving organizational goals efficiently and successfully in a dynamic environment. Strategy is a comprehensive and

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cohesive plan that connects a company's strategic strengths with external issues, aiming to facilitate the achievement of the company's main goals through effective execution. Porter describes strategy as the development of a distinctive and valued position achieved through a series of operations.(Sholikhah, 2021).

According to Rothaemel (2017) Strategic management is an integrative management field that combines analysis, formulation and implementation in an effort to seek competitive advantages for the organization. The ability to master and understand strategic management allows leaders to see the organization as a whole. Strategic management also allows leaders to make organizations have superior performance. Fred R. David defines strategic management as the process of creating, implementing, and assessing cross-functional options to help a business achieve its goals.

In general, strategic management has three management processes, namely(Fairus & Jadid, 2019)

a. Strategy Formulation Stage, the company develops a vision, mission, goals and objectives, analyzes internal and external elements, establishes medium and long term plans, and designs methods for implementation.
b. The Strategy Implementation Stage includes establishing policies, motivating the organization's human resources, and assigning resources to implement the plans that have been formulated.
c. The Strategy Evaluation Stage includes monitoring the results of strategy creation and implementation, assessing performance, and implementing improvement steps.

Strategic management is a structured approach used to address organizational problems, with a primary focus on competitiveness. All members of the organization are encouraged to engage in innovative thinking. The benefits obtained from the use of strategic management are described by Saleh (2016).

a. Offers explicit and honest guidance and sets long-term goals for the company.
b. Assist managers in developing plans to improve organizational capabilities and avoid future difficulties.
c. Increasing the effectiveness and efficiency of organizational actions in the use of resources.
d. Identify various competitive advantages in the company context.
e. Involve members in developing strategies to inspire them during implementation.

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f. Streamline or consolidate tasks to minimize overlap within each level of the organization. Identify each organizational unit.

Product

Products are the focal point of marketing efforts because products are the result of company operations that can be presented to the market for sale, use, or consumption with the aim of meeting consumer needs and desires. For companies, products serve as a tool to achieve their goals. To persuade people to test and buy a product, it must provide superior quality, design, shape, size, packaging, service, warranty and taste compared to competing products.

Stantaon in Firmansyah (2019:3) defines a product as a collection of physical features that are connected in a recognizable way. A product is a combination of tangible and intangible features such as color, packaging, price, specific materials, and services provided by manufacturers and suppliers that customers can perceive as satisfying their needs.".

Product quality is very important for organizations to match the desires and expectations of clients in the current and competitive market. Customer opinions about a company's products are directly correlated with product quality.(Efriyanti & Rahman, 2016).

Product Development

According to Kotler and Ketler, (2008) in(Kusuma, 2022)Product development is a strategy for company growth by offering new or modified products to current market segments. Developing product concepts into physical products to ensure that product ideas can be transformed into realizable products. According to Kotler (2017), the goal of product development is to ensure that product ideas can be translated into functional products. During this process, the product becomes a real idea.

The internal method of creating new items by modifying appropriate models allows employees to carry out product development. In product development, according to Kotler and Armstrong (2008), there are several options for businesses, including:

1. Idea generation: Idea generation, or the methodical search for a new product concept, is the first step in developing a new product.
2. Idea screening: Finding a large number of ideas is the goal of idea screening.

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3. Concept development and testing Next, when the idea has been sorted, the new product model is introduced, shown to customers, and their views about the product are surveyed.
4. Marketing strategy development Here, the business devises a new product launch strategy by considering various market segments and the data collected from those segments.
5. Business analysis One way to carry out business analysis is to compare the number of sales with the amount of raw materials purchased, as well as production costs and profit projections.
6. Product development At this stage of product development, the production department is tasked with making, branding and packaging as attractive as possible for the product concept which is still in the design stage. .
7. Market testing The next stage is launching a new product into a predetermined market sector; this will allow the collection of important data regarding the current condition of the product, agents, prospective demand, etc..
8. Commercialization After careful preparation, execution, and testing, large financial capital is required for large-scale manufacturing. Launching a new product to market is the first step in the product life cycle. Once it reaches the adoption stage, consumers will take advantage of it, and businesses will see increased revenue.

Companies can take an active role in product development by creating and implementing their own strategies. The best course of action is to combine the following two strategies: (Ralahallo, 2021).

1. The first is a proactive strategy, namely a product development approach that anticipates potential problems.
    a. Research and Development is an activity carried out to create and develop products to obtain better results(Kinanti & Nuzula, 2017)
    b. Promotion According to Assauri (2018) promotion is a company's effort to influence and woo potential buyers, through the use of all elements of the marketing mix
2. Product development strategies as a reaction to market changes or competitors' actions are called reactive strategies.
    a. Defense strategy Implementing this approach requires formulating a plan to protect the business from new offerings from market-beating competitors.

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b. Imitative Strategy One way to use this technique is to imitate a new product as soon as it enters the market.
c. Second but better strategy Waiting for the results of marketing new goods from competitors is the first step in this approach. Then, after that, you can improve and imitate their products to further strengthen your position in the market.

Competitiveness

When you face competition, you need to be efficient and effective so you can achieve your goals and win. This includes knowing where you are going and how to get there. The word "competitiveness" is defined by Sumihardjo (2008: 8). Strength is meant by the word power in the competition statement, while having more achievement than others, having unique characteristics, or having certain advantages is what is meant by the word competitiveness. Thus, competitiveness can indicate the ability to strive for superiority over others or to succeed in certain endeavors, whether carried out by individuals, groups or organizations.

Apart from that, according to Sumihardjo (2008), being competitive includes four things: (1) being able to strengthen one's position in the market; (2) able to establish connections with the surrounding environment; (3) continue to improve performance; and (4) maintain a profitable position.

Tjiptono emphasized that "service satisfaction is the expected excellence and control over the level of excellence to fulfill customer desires". As a means of evaluating the effectiveness of services provided to customers, including services that are concrete, empathetic, reliable, responsive and guaranteed. If the goods marketed by a company truly meet the needs of its target market, then the relationship between the two parties will be positive, and the customer base will continue to support the company's growth and development.(Nugraha, 2016).

RESEARCH METHODS

This research uses a qualitative approach with descriptive analysis to gain a better understanding of phenomena related to the experiences of research subjects, including their attitudes, behavior, perceptions and motivations, which are expressed through language and language alone, in certain realms. context, and with the help of various natural methods. Qualitative research seeks to understand phenomena through the eyes

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of research participants; it uses techniques that attempt to understand, observe, describe and analyze phenomena according to actual events.

Bogdan and Taylor quoted in Suwendra (2018) stated that qualitative research is a method that collects descriptive information from people's words and actions, both spoken and written. Because this research is descriptive qualitative, that is where the emphasis is. Research that aims to provide a detailed picture of social problems often uses qualitative descriptive methods.

Approaches to Exploring Data In qualitative research, data analysis begins when the data is collected. According to Miles and Huberman in(Sugiyono, 2016), qualitative data analysis is an interactive process that does not end until all the data is collected. Qualitative data analysis requires the following tasks: data reduction, data display, concluding drawing.

The informants in this study were as follows:

1. Indah Trinsawatie (Company Manager)
2. Suyatno (Production Division)
3. M. Riko (Marketing Division)

RESULTS AND DISCUSSION

One way that companies can develop their products is by implementing a product development strategy themselves. The appropriate strategy to implement is to use 2 strategic approaches, namely: (Ralahallo, 2021)

a) Proactive Strategy

Product development strategies are carried out to anticipate future conditions. There are several things that researchers found at PT Lambang Jaya in designing a proactive strategy, namely:

1. Research and Development (Research and Development)

   Based on the results of the researcher's interviews with company managers, it is known that PT Lambang Jaya is a company that continues to update and continues to develop its products by conducting research first to match consumer needs and the quality of the products to be developed so that the products produced by PT Lambang Jaya will provide satisfaction to consumer.

   Based on the researcher's interview with the company manager, the research currently being carried out is research related to the development of

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an automatic SMAW welding machine which is still in the research stage to increase the efficiency of the energy used and conducting research related to a more minimalist design to save space when installed in the factory, this is carried out to develop automatic SMAW welding machines so that they can be more efficient in energy use but do not reduce the quality of the welds carried out and can be more minimalist in design so that manufacturing factories can use production space more efficiently, the aim of which is that this welding machine will be able to provide satisfaction to consumers in producing quality products.

Furthermore, when the research results have been obtained, the company will form a prototype to be able to test directly and present the research results to the production and installation team to see what deficiencies are still visible and the notes needed to perfect the development of the product being researched, for this reason, in this case, research and development really needs to be a strategy in product development to increase the competitiveness of a company's business because the products produced to achieve high product quality require continuous research and development so that products can continue to keep up with technological developments.

2. Marketing

At this stage, through the results of direct observation and interviews of researchers with company managers, it was found that in terms of marketing, PT Lambang Jaya Lampung Selatan carried out marketing based on Kotler and Armstrong's (2016) marketing mix, namely Product, Price, Place and Promotion in This is to find out how these 4 indicators are, in carrying out marketing, PT Lambang Jaya will look at consumer needs through surveys around where PT Lambang Jaya operates. By carrying out sampling, PT Lambang Jaya will try to research consumer needs and what needs to be done to do so. developing products that can meet consumer needs, PT Lambang Jaya believes that marketing will be able to reach consumers if the products offered are products that meet consumer needs.

Products that are developed need to adapt to consumer needs, so these products can be developed based on consumer needs so that they can increase consumer interest in our products, then Pt Lambang Jaya will adjust

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prices starting from market prices, product quality to determine the price of products developed by the company so that they can produces quality and newest products while still providing maximum profits for the company.

b) Reactive Strategy

Product development strategies carried out in response to market conditions or competitors. This reactive strategy was carried out by the PT Lambang Jaya company to increase the company's competitiveness in the midst of an increasingly competitive environment in the engineering and manufacturing industry, where currently there are quite a lot of competitors who produce factory machines. Some of the strategies implemented based on this explanation are:

1. Defensive Strategy

This strategy is carried out by creating an action to protect the company against new products released by competitors that are successful in the market.

Based on the results of the researcher's interviews with company managers regarding defensive strategy, it was explained that in this strategy the company often carries out defensive strategy planning when it is discovered that competing companies have made the latest innovations which will threaten PT Lambang Jaya Lampung Selatan's target market and will affect the company's revenue.

Based on the researcher's interview with the company manager, it is known that PT Lambang Jaya will keep product development on automatic welding machines a secret, so in the future PT Lambang Jaya will lock in several core components related to the efficiency of the energy used which will be the product offering when the research and development of the automatic welding machine has been completed. If this is done successfully, the company will lock it, even if one of the employees in the research field wants to resign in order to prevent leaks of the innovations carried out by the company, then at the beginning of the contract it is agreed that all forms of work results are the company's rights and several agreements are the company's secret not to leaked to competing companies.

2. Imitative Strategy

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This strategy is carried out by imitating new products quickly before the product has a strong market. At the PT Lambang Jaya company, based on the results of the researcher's interview with the company manager, it is known that there are several things that the company imitates, but only imitates the parts that are trending and does not imitate the whole thing because PT Lambang Jaya has the principle that a person's product is a person's property right. which cannot be completely imitated, but PT Lambang Jaya uses products from competing companies as a reference for developing PT Lambang Jaya's products so that PT Lambang Jaya has an idea of how to develop its products so that it can keep up with market developments.

3. Second but Better Strategy

This strategy is carried out by first waiting for the marketing results of new products from competitors, then not only imitating competitors' products, but also improving them and strengthening their position in the market.

Based on the results of observations and interviews with researchers, it is known that in carrying out this strategy, PT Lambang Jaya Lampung Selatan always monitors products marketed by competitors to see how the product is marketed in the market and also how it develops in the market. Apart from that, after seeing the product, PT Lambang Jaya will carry out research on these products and use these products as a basis for product development but also in carrying out this strategy not only by looking at these new products and then implementing them in a similar way. PT Lambang Jaya actually improves the quality of these products so that they can become Competitor products that are superior and can compete in the market.

Based on the results of the researcher's observations, it is known that PT Lambang Jaya maintains the position of their products in the best possible way and continues to develop their products to maintain their products on the market in order to increase the company's competitiveness with competitors in their field.

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CONCLUSION

From the explanation provided, it can be concluded that PT Lambang Jaya Lampung Selatan applies two product development strategy approaches, namely proactive and reactive.

Proactive Strategy

Research and Development, PT Lambang Jaya is a company that is active in product research and development to ensure consumer satisfaction. Currently, their focus is on developing SMAW automatic welding machines to increase energy efficiency and minimalist design, with the aim of providing quality products and increasing production space efficiency. Research and development is an important strategy in increasing companies' competitiveness and ensuring their products remain relevant with technological developments.

Marketing, PT Lambang Jaya Lampung Selatan carries out marketing by paying attention to the marketing mix based on the Kotler and Armstrong concept. They conduct surveys to understand consumer needs and develop products accordingly. Product prices are adjusted to the company's quality and profits. In conclusion, PT Lambang Jaya focuses on meeting consumer needs through quality products and appropriate prices, in accordance with an integrated marketing approach.

Strategy

Defensive strategy, PT Lambang Jaya Lampung Selatan implements a defensive strategy to protect the company from competitors' new products that can threaten the market and revenue. They maintain product development confidentiality, especially regarding core components such as the energy efficiency of automatic welding machines, to prevent innovation from leaking to competitors. In conclusion, companies use this strategy as a proactive measure to maintain their position in the market.

Imitative Strategy, PT Lambang Jaya implements an imitative strategy carefully, imitating trending parts of competitors' products without copying them completely. They respect intellectual property rights and use competitor products as references to develop their products to remain relevant to market developments. In conclusion, PT Lambang Jaya uses imitative strategies wisely to update their products according to market trends without violating the principles of intellectual property rights.

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Second but better strategy PT Lambang Jaya Lampung Selatan uses the "Second but Better" strategy by monitoring competitors' products, researching and improving the quality of their products to maintain their position and competitiveness in the market.

Suggestion

Based on the results of this research, researchers can provide suggestions in the form of:

1. To increase the competitiveness of the company PT. Lambang Jaya can develop new product innovations offered by the company.
2. Routinely conduct comparative studies with foreign companies engaged in agricultural and factory equipment
3. Collaborating with universities, especially in engineering and agriculture departments to be able to develop products.

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