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Competitive Strategy In Increasing Company Profit (Study of delta nusantara Photo Copy Business in the Campus Environment of Kiai Haji Achmad Siddiq State Islamic University Jember)

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Abstract

The business world is increasingly urging entrepreneurs to be more professional and intelligent in understanding industrial and service market competition. In this case, the apostle of Allah has set an example of how to do business in accordance with the corridors of religion, saying honest, friendly, trustworthy and not reducing the dose to avoid problems arising from unfair competitive practices. Corporate strategy, especially competitive strategy is the right step that must be taken and realized by every company that wants to survive in the market. Therefore, the focus of this research is: 1. How is the competition strategy of Photo Copy delta archipelago in increasing company profits in the UIN Khas Jember Campus environment? 2. How are the supporting and inhibiting factors for entrepreneurs in increasing the profit of the company Photo Copy Delta archipelago in the UIN Khas Jember Campus environment ?. The research method used is descriptive qualitative research, which is research whose specifications explain in a systematic, structured, and clearly planned manner. Thus the strategy of competition between digital printing entrepreneurs, Delta archipelago has tips that are considered strategic. Namely through price competition, customer service, the threat of new competitors, product threats, bargaining power and rivalry between competitors. Furthermore, the supporting and inhibiting factors, which are carried out by Delta in this position, namely by analyzing strengths and weaknesses, as well as analyzing opportunities and threats that will occur.

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Keywords: Competition and Increasing Profit.

INTRODUCTION

As we know in the business world an entrepreneur (entrepreneur) seems to be inseparable from competitive activities. The occurrence of competition in the business world is inevitable. In fact, the competition is getting tougher with the times.

In the Qur'an Surah Al-Baqarah: 275 mentions that: To start and run a business certainly cannot be separated from ethics, because implementing ethics in business will direct human life to achieve worldly happiness in the form of material gain and afterlife happiness by obtaining the pleasure of Allah. Rianto, Nur Al-Arif, (2011).

According to Muhammad Djakfar, Islamic business ethics is a norm derived from the Qur'an and Hadith which is used as a guideline for action, attitude and behavior and distinguishes between what is good and what is bad in conducting business activities. Djakfar, Muhammad (2021).

In Islamic economics, the vision and mission of business is not only oriented towards profit maximization as is the case with capitalists who are principled with low costs can generate large profits. Instead, the vision and mission of Islamic business prioritizes the benefits of a product and blessings in obtaining profits. Cahyo, Hari Bagus Setiawan, (2020).

The business world is increasingly urging entrepreneurs to be more professional and intelligent in understanding industrial and service market competition. Herdiana, Nana Abdurrahman, (2019). In this case, the Prophet has set an example of how to do business in accordance with religious corridors, saying honest, friendly, trustworthy and not reducing the dose to avoid problems arising from unfair competitive practices. The behavior or service of a business is very important for consumers, because the more good a business service is, the consumer will be satisfied and interested in coming back. An entrepreneur or rather a producer in determining the distribution price usually calculates how much total capital money is spent on buying basic materials (raw materials) in determining or setting the selling price of his business, which of course the material is purchased in the capital market, this is related to the market function where the market function is the determinant or shaper of prices. Umar, Husein (2003)

Corporate strategy, especially competitive strategy is the right step that must be taken and realized by every company that wants to survive in the market. In its current development, SWOT analysis is not only used to develop strategies in the battlefield, but

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is widely used in the preparation of business strategic planning which aims to develop long-term strategies so that the direction and goals of the company can be achieved clearly and decisions can be made immediately, as well as all changes in the face of competition. It can be said that SWOT analysis is needed in company management, among others, as a basis for planning and implementing Competition strategies within the company.

Photo copy businesses that are in one environment will certainly compete with each other, whether in terms of prices, products, promotions, place conditions, services or facilities. Photocopying and printing business is a business that is much needed by most people, one of which is among students (students). In fact, many people are interested in opening a printing business because they think that the business does not require a lot of capital in meeting the raw materials.

The purpose of business is to make a profit but it must be based on applicable legal norms. Likewise, the competition that occurs must understand some elements in Islamic business ethics there are 5 (five) principles, namely the principle of divinity, the principle of balance, the principle of free will, the principle of responsibility and the principle of virtue. Issa, Rafiq Beekum (2004)

In this study, researchers chose to examine the behavior of photocopy businesses on Jl. Karang Mluwo, Mangli, Kaliwates Jember District, precisely in the UIN KHAS Jember campus environment because around the UIN KHAS Jember campus there are many photocopy businesses which certainly have their own competitive strategies.

THEORY

Competition Strategy

Blocher states that competitive strategy is a set of policies, procedures, and approaches that lead to long-term business success. The meaning of this strategy is also very close to the driving factors of competition as Porter such as the bargaining power of buyers, the power of one supplier, the threat of substitute products and the threat of new entrants. E. Porter, Michael (2007).

Porter states that competitive strategy is the search for a favorable competitive position in an industry, the fundamental arena where corporate competition occurs. This means that in a competitive strategy, companies need to know where the strengths are that can be used to gain positions from their competitors. Of course, this aims to find a gap in facing competition, striving to cover up the shortcomings that occur.

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If quoting as Yusanto, Ismail & M. Katebel Wijaya Kusuma, (2007), then there are several forms of competition, namely:

a) Healthy competition (healty competition), namely business actors who are believed not to obey or take actions that prioritize business ethics.

b) Unfair competition (cut throat competition) This competition is a form of competition that is not healthy or fair where there is a struggle for the market between several parties that tries to lead to the practice of utilizing all means to bring down business opponents.

Strategies for Achieving Competitive Advantage

Strategy is an action plan that aligns an organization's resources and commitments to achieve superior performance. To achieve competitive advantage, an entrepreneur must be able to recognize the various basic elements to achieve competitive advantage, namely as follows:

a. *Price or value.* An entrepreneur must be able to produce low-cost products and or services, so that the strategy in setting prices is not too high compared to competitors' products or services.
b. *Pleasing the consumer.* The second advantage that must be pursued so that the product or service can compete with competitors is that the product or service can please consumers.
c. *Customer experience. The* good or bad experiences we convey and those experienced by a customer will generally become important records.
d. *Product attributes that can be recorded.* The benefit of recording product or service attributes is that the product or service can be improved from pre-existing attributes.

Analysis SWOT *(Strengths, Weaknesses, Opportunities, and Threats)*

SWOT analysis is an analysis of strengths, weaknesses, opportunities and threats.ownedand faced by companies.SWOT itself is an abbreviation of:

S : Strengths are factors that describe the strengths or advantages contained in an organization, project or business concept. Strength is an advantage of resources, skills or other abilities relative to competition and the needs of the market served or intended to be served by the company.Sri, Agustinus Wahyudi, (1996).According to Pearce Robinson, strengths are resources, skills, or other

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advantages relative to competitors and the needs of the market that the company serves or wants to serve. Strengths are specific competencies that give a company a comparative advantage in the market.

W : Weaknesses are factors related to weaknesses or shortcomings that exist in an existing organization, project or business concept. The weaknesses analyzed are factors that exist within the organization, project or business concept itself. Facilities, financial resources, management capabilities, marketing skills, and brand image can be sources of weakness.Rangkuti, Freddy, (2006)

O : Opportunities are factors related to future development opportunities that occur. The conditions that occur are opportunities from outside the organization, project or business concept itself, for example competitors, government policies, surrounding environmental conditions. Identification of previously neglected market segments, changes in the competitive or regulatory environment, changes in technology, and improved relationships with buyers or suppliers can provide opportunities for the company.Rangkuti, Freddy, (2006)

Q :*Threats*is a threat of conditions that threaten from outside. These threats can disrupt organizations, projects or the business concept itself. For example, businesses providing goods delivery services are under threat due to the rapid competition between health service providers. The entry of new competitors, slow market growth, increased bargaining power of key buyers or suppliers, technological changes, and new or revised regulations can all pose threats to a company's success.

SWOT analysis, when viewed based on its philosophy, SWOT analysis is a refinement of thinking from various frameworks and strategic plans that have been implemented both on the battlefield and in business. In this case, SWOT analysis is used if company strategy makers are able to maximize the role of strength factors and take advantage of opportunities while acting as a tool to minimize weaknesses within the organization and suppress threats that arise and must be dealt with appropriately.Fahmi, Irham, (2010)

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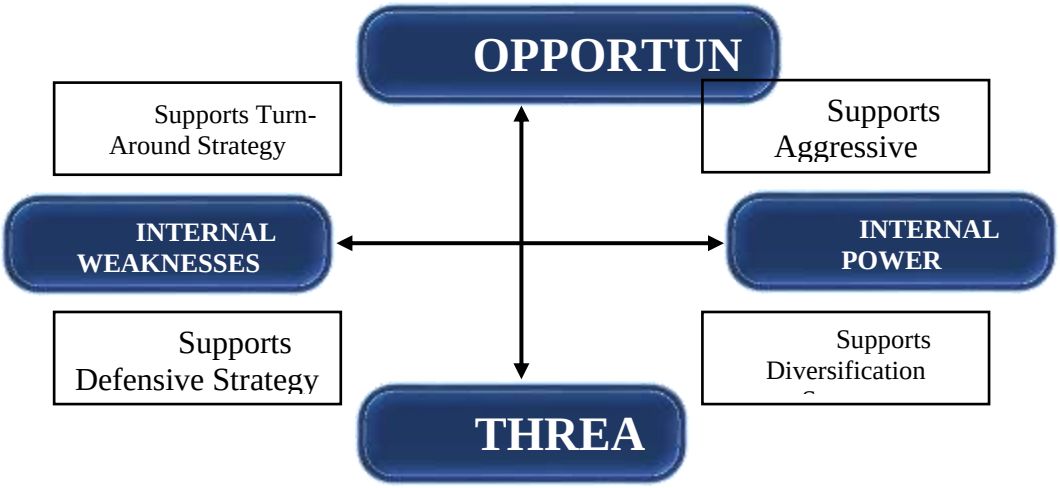


Figure 1: SWOT Analysis Diagram
(Strengths, Weaknesses, Opportunities, and Threats)

The following is an explanation of each of these factors:

1) External factors

These external factors influence the formation of opportunities (O) and threats (T). Where this factor is related to conditions that occur outside the company which influence company decision making. These factors include the industrial environment and macro business environment, economics, politics, law, technology, population and socio-culture.

2) Internal factors

These internal factors influence the formation of strengths (S) and weaknesses (W). Where this factor concerns the conditions that occur within the company, which also influences the formation of company decision making. These internal factors include all kinds of functional management: marketing, finance, operations, human resources, research and development, management information systems and corporate culture.

Table 1. External Factors and Internal Factors

EXTERNAL FACTORS	
Opportunities>Threats Opportunities < Threats	Good Company Conditions Bad Company Conditions

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INTERNAL FACTORS	
Strengths>Weaknesses Strengths>Weaknesses	Good Company Conditions Bad Company Conditions

Based on the picture above, there are 2 (two) conclusions that can be drawn and are suitable for a company to implement, namely:

a) A good company is if the opportunities are greater than the threats, and vice versa.
b) A good company is if its strengths are greater than its weaknesses and vice versa.Fahmi, Irham, (2010)

SWOT Analysis Model

In order to create a good and appropriate SWOT analysis, it is necessary to create a representative SWOT analysis model. The representative interpretation here is how a case to be studied is seen based on the scope of its activities, or in other words we make adjustments to the analysis based on existing conditions.

The SWOT matrix is an analysis technique developed to assist strategic planners in the strategy creation process. This technique describes SWOT into a matrix and then identifies all aspects of SWOT.

The following is a format table for analyzing and determining strategic decisions using the SWOT matrix approach:

Table 2. Determination of IFAS and EFAS

IFAS / EFAS	*STRENGTHS*(S) Determine 5-10 internal weakness factors	*WEAKNESSES*(W) Determine 5-10 internal strength factors
OPPORTUNITIES(O)	"SO" STRATEGY	"WO" STRATEGY
Determine 5-10 factors- Factor threat External	Create strategy Which use strength For Utilise Opportunity	Create strategy which minimizes weakness For Utilise Opportunity
THREATH(T)	"ST" STRATEGY	"WT" STRATEGY

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Determine 5-10 factors- Factor threat External	Create strategy Which use strength For overcome threats	Create a strategy Minimize weakness And Avoid Threat

In the business world, before carrying out an attack on a competitor, the company must first know the competitors' weaknesses and strengths. All required data and information can be obtained through marketing research, either directly providing it to competing companies or through other institutions. Knowing competitors' weaknesses makes it easier for companies to compete with competitors.

Identification of weaknesses and strengths can be done through the following stages: (a) searching for and collecting data about everything related to competitors' targets, strategies and performance, (b) finding out competitors' strengths in terms of finance, human resources, technology and lobbying in the market, (c) knowing the market share controlled by competitors and competitors' actions towards customers.Cashmere (2014).

ANALYSIS AND DISCUSSION

Competition Strategy in Increasing Business Profits Photo Copy of Delta Nusantara in the UIN Khas Jember Campus Environment

One useful way to understand competitors is through industry analysis. The definition of industry used here is a group of companies that make products that are similar to each other and can be interchanged with each other. In any industry, competition works to reduce the rate of return on invested capital towards the level that would be enjoyed.

A rate of return on capital that is greater than the level called the level of competition will stimulate the inflow of capital from new entrants and from existing competitors to increase investment. Rate of returncapitalwhich is smaller than the level of competition will result in the withdrawal of several industrial companies and decreased activity and competition.

In business, the most important thing is to build trust, and trust can be built through honesty. A business must be carried out with applicable ethics and norms. These ethics

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or norms must be followed to avoid violating them and getting bad responses from various parties, including consumers. The most important thing is honesty. A businessman must be honest, both in speaking and acting.

In facing business competition, the owner said that he uses at least a competitive strategy, namely:

a. *Price competition*

Price is an important marketing mix element because it is an aspect that is clearly visible to buyers to see quality indicators and the benefits of an item. Price is often the benchmark for consumers to make decisions about whether to buy or not. This is what printers often pay attention to when competing on prices.

As Delta Nusantara, which is one of the digital printing businesses, provides relatively cheap basic prices. According to him, this is used as a form of attracting and retaining consumers. However, businesses also never forget the quality of goods and services.

This strategy is considered quite effective, this is proven by consumer satisfaction who say that the prices are affordable and the service. Not only that, but also the increase in consumers which increases every day is a strong reason that this strategy can be said to be good in the context of intense competition.

b. *PleasantConsumer*

Some consumers always pay attention to something, checking even small things like what is the service of the place? In evaluating consumers, they always use many things, especially in terms of politeness in service. Polite service will improve the consumer's image of a company. Trivial things become the most important things in service quality in order to please consumers.

As Delta, emphasizes that good service behavior will not have a deterrent effect on consumers. Primarily, each individual has an appraising attitude towards what they encounter. If this simple thing is ignored, it is the same as jumping into the abyss of failure.

An entrepreneur in serving consumers is not only about product types or product quality, but also about how a consumer feels happy and satisfied with a service. That way, when a consumer is satisfied with what he gets in the service, he will continue to return to using the service product he consumes.

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c. *Threat of New Entrants*

New entrants to an industry bring new capacities, a desire to gain market share and position, and very often new approaches to serving customer needs. The decision to become a newcomer to an industry is often accompanied by a major commitment of resources. Porter identified eight main sources as barriers to entry into an industry, their presence or absence determines the extent of the threat of new entrants in an industry.

Not only in promotional strategies, on the other hand, Delta Nusantara printing also faces many threats from new entrants who try to slowly break its business. Moreover, currently new arrivals are still enthusiastic about promoting or advertising to the public/students in various ways. Moreover, using social media makes it easier for consumers, just by ordering the goods they will definitely arrive.

By maintaining complete service, adding more complete stock of goods than usual, strengthening relationships with customers. In fact, this also has the effect of diverting consumers who often need various kinds of digital printing products. Even though threats will never disappear, at least companies have strategies to mitigate these threats.

d. *Threat ProductA substitute*

Second powerWhichaffecting competition in an industry is the threat of substitute products. The availability of substitute products places limits on the prices that market leaders in an industry can set, high prices can trigger buyers to switch to substitute products.With the existence of substitute products, humans have alternative choices to meet their needs. Apart from that, substitute products also allow people not to worry about shortages, because there are always substitute goods that have similar functions.

At least that is what was done byDelta Nusantara to determine the level of need for complementary and substitute goods. Knowing market conditions and what market needs are will be the right start to starting production. Can have a good impact, especially in providing complete service to consumers.

e. *Bargaining Power*

In the business world, bargaining is common because both buyers and sellers want to make a profit from the transactions carried out. Bargaining Power of Suppliers can be a threat to Delta Nusantara printing companies which have been

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getting input from suppliers. If the company's dependence on one supplier increases over time.

An indicator that can be used to see a company's dependence on one supplier is the concentration ratio indicator. At least this indicator can show the ratio between the total value of a particular supply and the overall value of the inventory supplied. Suppliers can use bargaining power against industry participants by threatening to raise prices or reduce the quality of purchased service products. Therefore, strong suppliers can suppress the profitability of industries that are unable to keep up with rising prices.

Of course, Delta Nusantara has many suppliers so you can choose which one is cheaper.Suppliers' ability to maximize profits depends on their strengths relative to the company's strengths. Suppliers' bargaining power is strong if: the firm faces few or no substitutes for inputs. Therefore, companies are forced to rely on deliveries from their current suppliers.

On the other hand, if there are many substitutes available, it is easy for a company to switch from its current suppliers. It increases the bargaining power of the company. the company is not an important customer for the supplier. Supplier revenues and profits are independent of sales. Say, their demand contributes to 50% of the supplier's total revenue. In this case, suppliers will try to maintain current demand by meeting demand specifications, offering price discounts, or offering more favorable purchasing credit.

The bargaining power of buyers is also large if the product being sold is standard or no different from competitors' products. When in this case, the buyer can negotiate the price and ask for a guarantee. Consumers' bargaining power increases if: Consumers buy in large quantities which makes the buyer important to the company.

Delta Nusantara photocopy printing provides wholesale and retail prices, very affordable prices providing convenience to consumers. But there are still those who dare to bargain, usually those who buy at wholesale prices because they are for resale. However, Delta Nusantara has a strategy to deal with haggling from buyers, namely by buying more than three paper boxes, they will be given a discount, if they only buy one paper box the price will be given at the right price.

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f. Rivalry Between Competitors

The rivalry between photocopy printers refers to all the actions taken by the companies withinindustryto improve their respective positions and gain superiority over their competitors. To the extent that competition among firms improves the profit-making ability of the industry and promotes industry stability, that force is positive. To the extent that competition lowers prices and therefore reduces profit-making capacity and creates instability in the industry, it is a negative factor.

Supporting and inhibiting factors for Delta Nusantara Photo Copy Entrepreneurs in increasing company profits within the UIN Khas Jember campus.

When running a photocopy printing business, you cannot escape the factors that influence the development of the photocopy. These factors are supporting and inhibiting factors. According to Abdul Halim Usman in his book Sharia Strategic Management: Theory, Concepts and Applications, the main cause is because the company is not serious about carrying out the strategy control and evaluation stage as an integral part of the strategic management system itself. They think it is enough to implement the strategic choices that have been formulated and let it run its course.

According to Norton's findings, there are four technical causes that lead to company failure. The first reason is that the strategy cannot be implemented (not actionable), due to a lack of strategy socialization. This is because management is unable to communicate the strategy, or does not communicate it at all. In fact, this strategy should be understood, agreed upon and implemented jointly by all company organs.

The supporting factor for Delta Nusantara photocopy printing in increasing its business profits comes from the support received from some of the campus teaching lecturers in the form of facilities provided for business activities and having mentors and business coaches who are very influential human resources in the ongoing business activities. Apart from that, researchers also found that there was support from school and campus institutions from outside Jember by giving trust to Delta photocopy printing to carry out independent entrepreneurial activities, which this activity was carried out to provide students with a greater understanding of entrepreneurship and also to develop entrepreneurial skills in For students, there is an internship program which is carried out at agencies that collaborate with the Delta Nusantara Jember photocopy printing press.

WhereasThe inhibiting factor for Delta Nusantara photocopy printing in developing its business lies in the awareness of human resources in managing itself. which is an

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obstacle to development. The next factor that is an obstacle is the lack of support from the environment and community around the UIN KHAS Jember campus.

Table 3. SWOT Analysis of the Advantages and Disadvantages of Competition in Increasing Profits of Photocopy Printing Companiesarchipelago delta In the Uin Khas Jember Campus environment

No	Internal		External	
	Strengths	Weaknesses	Opportunities	Opportunities
1	Cheap land prices	Problems in capital for business development	Settlements around the dispute as market/target	Consumer lifestyles are not fixed/changing
2	Ease of road access, selling and purchasing goods	Road access is still not good, there are many narrow roads	Easy to get employees	Human resources are still lacking in quality, especially for marketing
3	Spacious sales space and sufficient parking area	There are no security personnel for shops/parkers	There's still little land	Less able to maximize price (price)
4	The convenience is visible because next to the printing shop is still a village	Sales promotions cannot be maximized	It is very easy for students to find Delta Nusantara printing press	Shop owners who are unable to be creative and innovative will be abandoned by customers
5	Sources of electrical energy and water	Inefficient use of electricity and water	frequent power outages when it is cloudy	At certain times due to waste there can be a reduction in the capacity of natural resources
6	Attitude of local people	The local community does not allow printing to be established	More and more printing presses are being established	It is increasingly difficult to attract customers because of the increasing

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				number of printing houses around campus
7	societal climate	Sometimes society/students change	When supported, business profits also increase	claims are more supportive than hindering

a. *Strengths and Weaknesses Analysis*

Delta Nusantara photocopy printing has the advantages of cheap land prices, easy access to sales and purchases of goods, spacious sales space and sufficient parking. However, Delta Nusantara Printing, despite these advantages, also has disadvantages, including capital problems in business development, poor road access and many roads are narrow, there is no security for the business and sales promotions cannot be maximized.

b. *AnalysisOpportunityAnd Threats*

Residential areas around the campus are a good asset for the target market for marketing photocopy printing, as well as easy opportunities to find employees from local residents. However, these advantages also have disadvantages/threats, namely that the lifestyle or purchasing power of consumers around the Nusanatar Delta printing press is not fixed or changes, apart from that, human resources are less qualified, especially in marketing and less able to maximize prices for products sold in printing. photocopy of the archipelago delta.

CONCLUSION

Every business behavior will never be protected from trading strategies and threats. This shows that competition in the business sector is considered very strong in influencing business losses. Delta Nusantara, as a digital printing business space, is one of the main witnesses in business competition. Especially in strategic places such as university environments, it is very possible for intense competition to occur.

However, in preventing and overcoming this threat, Delta Nusantara has done many things, such as: competition strategies between digital printing entrepreneurs. Delta Nusantara has tips that are considered strategic. Namely through price competition,

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customer service, threats of new competitors, product threats, bargaining power and rivalry between competitors.

Next are the supporting and inhibiting factors, which are carried out by Delta Nusantara in this position, namely by analyzing strengths and weaknesses, as well as analyzing opportunities and threats that will occur. Through the SWOT analysis used, at least Delta Nusantara has the key to answering every threat that will occur. In this way, competitive behavior and threats in the business sector will be resolved quickly and strategically.

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