

# Identification of Digital Business Feasibility and Performance (Case Study : Pijar International, Arnasya Technologi and Gambite Studio)

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**Abstract:** *Startup is only synonymous with small companies that have innovative ideas and stick with the term entrepreneur. Data obtained based on interviews with CCA secretary Kang Uba " in the city at this time the existing startup in the city of Cimahi listed is 30 startup .However that is still active or operating only about 15 startup ". So about 50% of startup in Cimahi city has closed. Among the 3 startups selected are International Pijar, arnasya technologi and gambite studio. The research methodology used is PDCA.The results of the analysis for the feasibility of startup business in cimahi city can be concluded that the N1 worthy of the financial factor for N1 and N3 target of their finances has not been achieved well In terms of operating and production factors for the N1 and N2 has been achieved for production targets the startup N1 and N2 can be said worthy in a business startup. human resource factors then each of the startup N1, N2 and N3 have in common is not felt worthy marketing factor, then to N1, N2 and N3 hardly do online marketing but of marketing offline they do it and if the terms of the marketing offline then their company is worthy in making startup business.The results of the analysis for business performance can be concluded that Personal Satisfaction on N2 financial factors are satisfied . While the N1 and N3 have not met the target profit, turnover and assets of their company then it can be said perusahaan they are not satisfied. Result of business performance analysis in Profitability variable for financial factor hence N1 and N3 have not feel satisfied but for N2 already feel satisfied. The result of business performance analysis in Satisfied Stakeholders variable (Clients & Employees) on HR factor for N1 and N2 feel pua lamaakn for N3 not satisfied. The result of business performance analysis in the variable of Balance between Work and Private Life on HR and financial factor hence N1 and N3 not satisfied while N2 is said to be satisfied The result of business performance analysis in Innovation variable on HR factor hence N1, N2 and N3 already satisfied. The result of business performance analysis in Firm survival / Continuity variable on financial and marketing factor hence N1 and N2 already satisfied. The result of business performance analysis in Contributing back to Society variable on financial factor hence for N 1, N 2 and N3 not satisfied yet .*

**Keywords:** Entrepreneurship, Startup, Business Feasibility, Business Success Factors

## 1. Introduction

So far, the definition of startup has never been formally defined. Startup is only synonymous with small companies that have innovative ideas and stick with the term entrepreneur. One expert in the field of entrepreneurship, Steve G. Blank defines startup as a temporary organization that was formed with the aim of searching for a repeatable and scalable business model .

Eric Ries (2011)<sup>[1]</sup> trying to develop their own definitions of startups and entrepreneurs that differentiate startup with other small businesses, Startup is an institution created to create new or innovative products or services in a state of high uncertainty. Everyone who creates a new product or service under high uncertainty is an entrepreneur , regardless of whether he or she works alone, works for both forprofit and non-profit organizations . Broadly speaking this sratup included into the class of Micro, Small and Medium Enterprises (MSMEs).

Currently Cimahi became a city that became one of the main target startup in Indoneisa, with the concept of Cimahi city who want to create creative industries engaged in IT, then Cimahi became a target for startup to develop their company. With marked by the opening of technopark and CCA (Cimahi Creative Association) then Cimahi is currently one of the cities that helped develop startup . Data obtained based on interviews with CCA secretary Kang Uba " in the city at this time the existing startup in the city of Cimahi listed is 30

startup . However that is still active or operating only about 15 startup ". So about 50% of startup in Cimahi city has closed.

Among the 3 startups selected are International Pijar, arnasya technologi and gambite, 3 startup is the startup which will be used as research material in this study. Incubation Int is a startup that is already developed, arnasya technologi is a startup that is still survive but not experiencing a significant change and gambite is a startup that can not grow further. All three startup stands about 3 years - 4 years

Business management is a business planning, management and operational activity. This business management involves setting up all the lines in the business process to achieve what the business objectives are. Small and medium sized businesses also require business management. Business management consists of several components that will determine the rate of your business wheel and meet the specified target. Components in business management include human resource management, financial management, marketing management, operations management and production management (source: www. Zahiraccounting.com).

This business component also determines the rate of the company therefore the five components will also be examined along with the success factors of digital startup . From the previous research conducted Gorgievski ( 2011) <sup>[2]</sup> characteristics of small business there are 10 characteristics, but this research is done with small business objects and not

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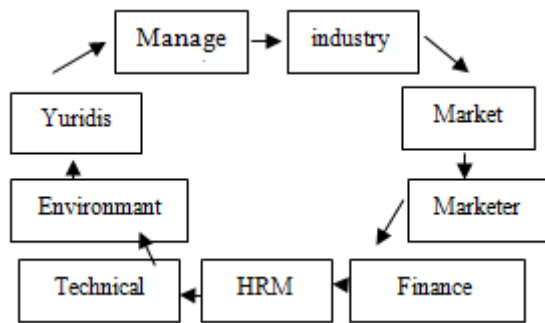
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mengkrucut on startup , as well as with different research objects and research sites.

From previous research also conducted by yunita ( 2016)<sup>[3]</sup> mentioned that the fourth (human resource management, financial management, marketing management, and production management) stated that the SOP has been developed very feasible and needed the company.

## 2. Literature Review

Aspects of the feasibility study aspect are as follows:



**Figure 1:** Aspect of Business Feasibility Study  
 Sumber : Suwinto (2011)

In this research, the internal aspect is taken as follows: financial aspect, aspect of pemsaran, human resource aspect and production / operation aspect.

### a) Aspects of HR

Suwinto ( 2011)<sup>[4]</sup> The allocation of human resources to be used and the quality of human resource quality also play an important role, as well as in the development, compilation and assessment system of the work of human resources. Especially for services, aspects of human resources are explored in depth.

### b) Production / operation aspects

Suwinto (2011)<sup>[4]</sup> in this aspect, will be determined the production system as well as the resources that need to be invested such as basic materials and other supporting materials. The technology to be used is also determined in this aspect, considering the technology to determine whether or not a competitive product or service is produced. In addition to raw materials, location, layout , technology used, also be the things that must be considered in business feasibility studies.

### c) Financial aspect

Adopting suwinto ( 2011)<sup>[4]</sup> In this aspect we will determine whether or not a viable business or business is viable after examining all production factors executed. Between inputs (allocation of allocated resources) to output (resulting from the sale of goods and services produced) then the difference is profit or return on investment. If the profit or return of the results is greater or equal than expected, then the business or business can be run. If it turns out to be less than desired, then the business or business is suspended or canceled or declared unfeasible. If it is not feasible to run, then we will go back to the starting point to look for another alternative. If feasible run, brarti we will enter the implementation stage.

### d) Marketing Management

Menurut suwinto (2011) [4] the marketing aspect in the feasibility study will examine the structure of existing products or services in the market as well as the plans of the products or services on offer. The assessment of the planning of goods and services with products or services that already exist dipasar in terms of :

- 1) Value proposition
- 2) Marketing mix
- 3) Consumer behavior

On the basis of analysis of all these aspects, will be determined strategy of the product or which we will launch.

## 3. Methodology

Characteristics of research in this study using qualitative methods with descriptive approach. Object in qualitative research is natural object, or natural setting, so that this research method is often called naturalistic method (Sugiyono 2014: 2)<sup>[5]</sup>. This type of research seeks to transform the research object into a form that can be presented, such as field notes, interview results, conversations, photographs, recordings and memos (Indrawati, 2015: 206)<sup>[6]</sup>.

Descriptive research is a detailed model of qualitative research about an individual or a particular social unit over a period of time (Herdiansyah, 2012:76)<sup>[7]</sup>.

### 3.1 Research Framework

#### PDCA concept

Quality control must be done through continuous and sustainable processes. The process of quality control can be done one of them through the implementation of PDCA ( plan - do - check - action ) introduced by Dr. W. Edwards Deming (in Fakhri: 2010) [ 8] , a renowned American quality expert, so this cycle is called Deming Cycle / Deming Wheel .

PDCA is well suited for small scale continuous activities to shorten the work cycle, eliminating workplace morale and productivity. In terms of implementing PDCA, the key to the implementation of an activity is in the authority and responsibility, because this is where the activity planning function will be performed which is the job description and the task that will be performed by the person occupying the position in the division of a company. Authority and responsibility need to be recorded in document form to facilitate in identifying activities that have been done.

Of course the authority and responsibility of each division is not the same, each according to his position, therefore, in formulating it needs to be considered well. That is, the authority and responsibility is not just a collection of all activities that must be executed but still need to be harmonized or balanced. Do not until this authority and responsibility is too heavy to run or can not be executed because it is not in accordance with its function..



**Figure 2: Research Framework**

### 3.2 Data Collection

According Sugiyono (2014: 60) [9] states that qualitative researchers as human instruments function to set the focus of research, choose informants, as a source of data, interpret data and make conclusions on everything, so researchers are key instruments in qualitative research.

The data in the study can be classified into 2 data sources namely primary and secondary data (Ibrahim 2015: 69-70)<sup>[10]</sup>. In qualitative research, the data source obtained in primary data and data collection technique is done by:

#### 1) Interview

Interview is to understand people's perceptions, feelings and knowledge are deep and intensive (Patton in Ahmadi 2014: 119)<sup>[11]</sup>.

#### 2) Documentation

The document is a record of past events. Documents may be in the form of writings, drawings, or monumental works of a person. Document study is a complement of the use of observation methods and wawanca ra in qualitative research (Sugiyono 2014: 82)<sup>[12]</sup>.

## 4. Result and Discussions

### 4.1 Result

The results of the analysis for the feasibility of startup business in cimahi city can be concluded that the N1 worthy of the financial factor, because their financial finances are good, so other factors affecting the financial factor already

good, for N1 and N3 targets of their finances have not achieved well, financial related factors such as asset targets, turnover and formation of CSR funds. Judging from the operating and production factors, for N1 and N2 have been achieved for the production target, the startup of N1 and N2 can be considered feasible in a business startup. This factor affects Time Performance and service to the consumer. While if viewed from the SDM factor then each of the startup N1, N2 and N3 have in common that is not feasible with the human resources they have, this is because startup dikota cimahi have difficulties in adding their employees so that in terms of human resources then their company does not grow in HR faktor. In the marketing factor, then for N1, N2 and N3 almost do not do online marketing but from the marketing offline they do it and if viewed from the marketing offline then their company deserve in making business start-up.

The results of the analysis for business performance can be concluded that Personal Satisfaction on N2 financial factors are satisfied with the target company's target of turnover, profit and turnover. While the N1 and N3 have not met the target profit, turnover and assets of their company then it can be said their company is not satisfied with the company's performance. For Personal Satisfaction in operation / production factor, N2 and N1 are satisfied because the achievement of the target has been reached and their work standard operating they already have SOP although for N1 not yet have formal SOP but production time of N1 and N2 good while N3 not satisfied because their operational and production targets have not been achieved because their sales and product standards are not good and do not have a production SOP. For Personal Satisfaction in HR factor, N1 N2 and N3 are not satisfied with the unmet employee targets caused by the financial allocation for the addition of new pagawans is not yet adequate. For Personal Satisfaction in the marketing factor, then for N1, N2 and N3 are satisfied with the target offline marketing that they achieve but for online marketing for N1, N2 and N3 have not done so.

The result of business performance analysis in Profitability variable for financial factor hence N1 and N3 not satisfied because for N1 profit they only get 30% while N3 equal to 50% but for N2 already feel satisfied because profit they get already 100% dai target made.

The results of business performance analysis in the Satisfied Stakeholders (Clients & Employees) variable on the human resources factor for N1 and N2 are seen from the services provided to the consumers and employees of the company, Satisfied Stakeholders (Clients & Employees) aspects to service to consumers and employees, according to the target and the company was satisfied. As for the N3 has not been satisfied. Business performance in Satisfied Stakeholders (Clients & Employees) variables on operational / production factors for N1, N2 and N3 seen from Satisfied Stakeholders (Clients & Employee) feel not satisfied, this is because consumers often do komplek to company related product made.

The result of business performance analysis in Balance between Work and Private Life variable on human resources and finance factor, N1 and N3 are not satisfied because N1

and N2 still use employees' vacation time to work or time to work used for personal business and N1 and N3 have other job the balance of working time and their personal affairs is not good. As for N3 N1 time balance is good because vacation time is used for vacation and vice versa so on this variable N2 is said to be satisfied.

The result of business performance analysis in Innovation variable on HR factor hence N1, N2 and N3 already feel satisfied because their product innovation is good and Ni, N2 and N3 have innovated from kempuan officer, this is impact of their frequent training to employees for free.

The results of business performance analysis in Firm survival / Continuity variables on financial and marketing factors then N1 and N2 already feel satisfied because their customers always make a product order back after working on a product because the marketing and price they offer is good enough and make the product they make appropriate with consumer desires. As for the N3, consumers dikarenaka often feel dissatisfied with the marketing and quality of products that are less good and poor service that they do then the consumer never re-ordering.

The result of business performance analysis in Contributing back to Society variable on financial factor hence for N 1, N 2 and N3 not satisfied because there is no special fund allocation to welfare environment around company but they have tried to replace it by doing training or giving job vacancy for local communities.

The result of business performance analysis in Growth variable on finance factor, operation / production, human resources and marketing hence for N1 and N2 experience growth on keunagn factor because consumer always do order repetition, hence for marketing factor N1 and N2 already satisfied with growth from marketing aspect while the N3 has not felt satisfied, sedangkan for the growth of human resources then N 1, N2 and N3 not satisfied because of the growth of employees hampered.

The result of business performance analysis in Time Performance variable on the factor of operation / production then for N2 already feel satisfied because N2 already have SOP and not too often experience delay in production. As for N1 and N3 not satisfied because N1 does not have SOP and like to experience production delay and N3 always experience production delay due to errors in timeline of production and not yet have SOP. Then N1 and N3 have not been satisfied.

## 4.2 Discussion

From the research results can be concluded that startup in cimhai city has not applied the aspect of feasibility and business performance properly and appropriately. But this research can not be used as a benchmark globally because of limited case studies, other things that make the results of this research should be done more deeply is the length of field observation, in this study the field observation is done only briefly, for further it can be developed that observation should be longer so that the data obtained more accurate and

know the field conditions in more depth. Another thing to consider is the lack of government resources so that the results of government observations are less good and less targeted, then should be more globally from the government as the SMEs and others related to startup.

## 5. Recommendation

Any suggestions that may be given to startup in cimahi city are:

### a) Suggestions for International Incandescent startup

Advice for international incandescence is where the international flare has a weakness in the form of financial aspect has not had forecasting sales hence to maximize the financial design of international incandescent startup either the cashflow balance of financial or corporate financial planning. Improvements in aspects of human resources in the form of improvements in the recruitment of employees in the form of standardization of employee recruitment based on education or psychotest to determine the mental or interest of prospective employees. In designing the company's marketing strategy then the international incandescent should make the design of marketing strategy or design marketing strategy in the form of expanding the media for promotion and conduct a consultation with marketing experts to create a formal and structured marketing strategy. Another suggestion is to recruit employees who understand the company's business management and marketing strategies and corporate finance in order to manage financial management properly and correctly.

The weakness of incandescent is Contributing back to Society and Public Recognition. For Contributing back to Society because startup in cimahi city does not have stable income and supports CSR funding for the community. Another way that the incandescent can provide CSR funds to the company in the form of seminars or conduct training or involving the surrounding community in the business process of the company. For example by involving the community in the marketing process or peltihan process or maintenance. As for Public Recognition suggestions to minimize complaints from consumers by studying work contracts and increase production capacity of work quickly and in accordance with consumer demand. In addition, international incandescence performs or follows a formal race so as to obtain better recognition from consumers.

### b) Advice for Arnasya Technology startup

Advice for Arnasya Technology is where Arnasya Technology has a weakness in the form of human resources in the form of improvement in the recruitment of employees in the form of standardization of employee recruitment based on education or psychotest to determine the mental or interests of prospective employees in addition to technology arnasya should improve the system of layoffs employees, although at this time have not done Layoffs but regulations in employee laid-offs should be made to become a reference. In the formation of the layoff design it must be done formally, such things can be assisted by someone skilled in the field. Another suggestion is to hire employees who understand the company's business management and plan layoffs for employees.

The weakness of the arena is Contributing back to. For Contributing back to Society because startup in cimahi city does not have stable income and supports CSR funding for the community. Another way that the incandescent can provide CSR funds to the company in the form of seminars or conduct training or involving the surrounding community in the business process of the company. For example by involving the community in the marketing process or pemilihan process or maintenance.

#### c) Suggestions for startup Gambite Studio

Suggestions for gambite studio is where gambite studio has not yet done financial, human resource, marketing and operation design. Therefore to improve it the advice given to gambite studio is to recruit employees who understand the management of Human Resources, Finance, Operations and marketing. Another thing that must be done adalah by consulting with experts who understand the company's management. In addition gambite studios should consult with the government and follow the regulations adopted by the government.

Based on the results of the analysis, the correlation between planning and implementation as well as checking that is not in accordance with the correlation is Balance between Work and Private Life, Contributing back to Society, Public Recognition and Growth. Compared to other startups who are studying case studies on this thesis, Gambite Studio has poor check aspects . This is evident from the PLAN and DO aspects and has not done nearly all of this, resulting in other aspects of checks that are correlated with PLAN and DO not performing well. Therefore need a consultation with the government and the experts who have a discipline in the field of management and business. So that it can improve the rules and business feasibility design properly.

#### d) Suggestions for Government

The government should be more open with the startup conditions in the city cimahi, thus the government can do a coaching to startup in cimahi city. Currently, the government has not conducted a comprehensive coaching to startup in cimahi city. Regulations from the government or association have not been tight so the startup in Cimahi city has not been observed as a whole seen from various aspects. Suppose the aspect of financial planning hasmpir startup has not done it, with this case should the government know it and take action to the stratup in the form of coaching or counseling akan pentingnnya people who are experts in the field of management and business. It is expected that the company can do guidance and counseling as well as mocking the startup condition in cimahi city and reducing startup in the bankrupt city of Cimahi due to the fault of business management. Communication is done between startup with the company is just using facebook media as a medium of communication so less run effectively. The possible thing to do is to create an application or communication management between the stratup and the government so that it can establish an interactive communication and generate a solution to the problems of a startup. Planning a meeting or discussion on a regular basis will make communication between startup and the government is running well so what

the government expects to startup in cimahi city can be delivered or vice versa.

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