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THE INFLUENCE OF EXTERNAL ENVIRONMENTAL STRENGTHS AND COMPANY RESOURCES ON COMPANY PERFORMANCE WITH COMPETITIVE STRATEGIES AS AN INTERVENING VARIABLE ON CATERING SERVICES PT HANAN BOGA RASA IN WEST JAVA

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ABSTRACT

One part of the food and beverage industry is the catering industry. Where in it there is a catering service business. The catering service business is currently very much in demand by many people, because of the increasing mobility of life in this city, there are many requests from people who need these services. Because at this time most of them think practically, when holding an event that requires food and beverage services, from there catering services have now become one of the needs of the metropolitan community and because of that the growth of the catering industry is growing rapidly, many entrepreneurs are taking advantage of this opportunity. The analysis unit and the observation / observation unit used as the object in this study are "The Influence of External Environmental Strengths and Company Resources on Company Performance with Competitive Strategies as an Intervening Variable in Catering Services PT. Hanan Boga Rasa in West Java. The external environmental forces with KLE2 (macro force: political turmoil) as its most influential factor, give the strongest impact on competitive strategy than the company resources, though both variables affected competitive strategy. Meanwhile, the company resources with SDP9 (intangible assets: quality level of experts) as its most influential factor, influences the company performance more than the external environmental forces do. In addition, competitive strategy with SB8 (speed-based strategy: speed movement in anticipating the latest technology trends) as its most influential factor, affects the company performance. The main elements offered differentiate between PT. Hanan Boga Rasa and other catering businesses are Variative product differentiation, High quality food products, Good chef, Excellent customer service.

unique marketing method, Strategic location. The initial stage of this business plan is to have a strategic location, but the long-term target is to have branches in Kota and Kota Regencies.

INTRODUCTION

The food industry is the fastest growing industry, both in Indonesia and abroad. The rapid development of this industry can stimulate the interest of entrepreneurs to work on it. The catering business is one of the most profitable business industry opportunities with large potential business growth. This potential is used by entrepreneurs to be able to start a business. A catering business can be started from your home kitchen without requiring a rental place. So that this business starts from kitchen ingredients that can be used.

Usually, this catering business is mostly cultivated by women, because it is so attractive to women, especially those with a hobby of cooking who can also benefit from this catering business. Even if you can't cook, you can take advantage of reliable chefs. However, if in running this business they are not supported by sufficient knowledge, both in terms of food and marketing, the business will not run smoothly. Today many people want to make events or activities more practical, without being complicated. included in preparing dishes or food. With so many people taking advantage of catering services, to meet the needs of the event.

With today's developments, many people who are highly knowledgeable use it as a field of income. They combine nutrition with a catering business. For example, Prima Catering launched the Healthy Eating Company program. This is a special program for programs that require a nutritionally balanced diet. Not infrequently found in Indonesia, nowadays catering business accompanies wedding and party packages. Because for the community it is more practical if you get a complete service.

For small-scale catering, nowadays many collaborate with companies that provide party equipment rental services. Although the competition for this catering business is fierce, the opportunity to start it is still wide open.

In Indonesia, the development of catering marketing has been sticking out everywhere, there are already many catering companies located in various remote areas of Indonesia, and the company has only one goal, namely how the customer is satisfied with the catering.

Bandung is the capital of the province of Azerbaijan, Bandung is also called the city of flowers, the location of the city of Bandung is not far from the capital city of Indonesia, namely Jakarta, so the city of Bandung is also a tourist destination for residents of the capital, because of its beautiful nature and the friendliness of its citizens, the city of Bandung is very in demand by local and foreign tourists for a vacation in this city, and recently Bandung was awarded as the best city in Indonesia, because of the development of city facilities and public services.

The development of the city of Bandung is very rapid and used as a pilot city in Indonesia, and Bandung has won the Adipura trophy and many other

awards, the city of Bandung is led by a mayor, Mr. Ridwan Kamil, who made many changes to this city, many touches of art in every building in this city.

Along with the development of this city and the many tourists who enter both local and foreign countries, the food service business (culinary) is also growing in this city, until finally this city is also called the king of culinary, from traditional to international food available in this city.

Seeing the many creative business opportunities that exist in the Bandung area, it is not surprising that the city of Bandung has become a warehouse for creative business people and is one of the regions in Indonesia that participates in supporting creative economic growth at the national level.

One part of the food and beverage industry is the catering industry. Where in it there is a catering service business. The catering service business is currently very much in demand by many people, because of the increasing mobility of life in this city, there are many requests from people who need these services. Because at this time most of them think practically, when holding an event that requires food and beverage services, from there catering services have now become one of the needs of the metropolitan community and because of that the growth of the catering industry is growing rapidly, many entrepreneurs are taking advantage of this opportunity.



Figure 1 Jasa Catering

According to data from the Bandung City Indonesian Food Service Entrepreneurs Association (APJI), in 2017 catering service providers in the city of Bandung had 201 officially registered catering companies. engaged in this culinary field. The increase in catering service companies is also driven by high market demand for these services. Many events need to provide food and beverage with a large number of portions, for example daily catering for office employees, hotel employees, hospital employees, for seminars, gathering, meetings, wedding receptions and other events.

The Indonesian Jasaboga Company Association (APJI) is an organization which is a forum for catering companies and entrepreneurs engaged in catering business and related businesses in supporting service activities. What is meant by a service company is a business entity that is engaged in processing or processing, selling and servicing food services. Whereas what is meant by related companies that support food service activities is a business entity that carries out its business in the form of providing foodstuffs, accommodation, meeting buildings, and providers of equipment needed by business services, industry, offices, seminars, meeting buildings, hospitals,

education and training, Schools, Travel Agencies both land, sea and air including offshore, hotels, hajj, restaurants, state events, weddings, exhibitions, BLK, and various service delivery related to food services including rental of decoration equipment, cars, suppliers of raw materials , and others.



Figure 2 Asosiasi APJI

The Bandung City APJI organization was initiated in 1993 and the management was first formed in 1994 by appointing the first Chairman of the Bandung City APJI, namely Mrs. Hj. Dewi K. Kadiroen consists of catering entrepreneurs with a small number of members. But with the spirit of never giving up, the ranks of the management at that time constantly tried to continue to promote the existence of APJI Kota Bandung while continuing to recruit its members. Finally, the existence of APJI in Bandung City has begun to be recognized by both service providers and government agencies and other institutions / organizations / associations related to the service business. Management of the Bandung City APJI chaired by Mrs. Hj. Dewi K. Kadiroen ended in 1999.

This shows that the competitive power of this catering service provider is very tight and has great potential. Apart from the strength of the sense of satisfactory service, it is also an indicator of a catering company to be able to compete in a healthy manner. But apart from that there are also many caterers that have excellent service and provide a guaranteed quality of cuisine, one of which is PT. Hanan Boga Rasa.



Figure 3 Hanan Catering PT Hanan Boga Rasa

PT. Hanan Boga Rasa is a catering concept designed to meet Catering needs in the city of Bandung. To face competition with many competitors PT. Hanan Boga Rasa offers its customers a variety of foods that vary both national and international food, ranging from regional dishes (Sundanese, Betawi, Jogja, Surabaya, Padang, etc.) or food from outside such as Italian, Indian food, America and others. PT. Hanan Boga Rasa, which is domiciled in the city of Bandung, is aware of the very tight competition; therefore with the product differentiation of its competitors, PT. Hanan Boga Rasa is sure to be able to

penetrate the market share in the city of Bandung. The opportunity to open a catering business in the city of Bandung is still very open because there are many potential consumers from various groups who need catering services to meet their daily needs or events. The main elements offered differentiate between PT. Hanan Boga Rasa and other catering businesses are: Variative product differentiation

- High quality food products
- Good chef
- Excellent customer service
- Unique marketing method,
- Strategic location.

The initial stage of this business plan is to have a strategic location, but the long-term target is to have branches in Kota and Kota Regencies.

The fast pace of business in Indonesia makes competition even more complex. There is increasing competition in selling products and services, so that many entrepreneurs offer their products and services in various ways so that consumers are interested in buying the products or services being sold. Many businessmen are next to each other selling the same goods so that the competition is getting tougher.

The population of Indonesia from year to year continues to increase, causing the need of Indonesian people for food to increase as well. The increasing need for food has brought business opportunities that can be captured by the Indonesian people, one of which is the catering business. This business is in great demand by the community because it is considered to have a relatively fast rate of return on capital and can meet community needs. This can be seen from the increasing number of successful and growing catering businesses, both at local, national and international levels, which are currently increasingly competing in the market.



Figure 4 Competitions for Catering Services in Bandung

The more competitors there are, the more ways to attract consumers to be interested in buying the product or service being sold. However, not all

methods can run smoothly resulting in losses for entrepreneurs. Many entrepreneurs are just starting out but soon the business goes out of business or goes bankrupt. Many business people only want big profits without analyzing and thinking about the risks that might occur. In anticipating something undesirable to happen to the pioneered business, the steps that must be taken first are to make a business analysis so that prospective entrepreneurs can reduce the risks that might occur in the business to be built. The catering business is a business of supplying a variety of foods for a fairly large amount. The home catering business is currently quite in demand because the need for food is never ending, especially for the provision of large quantities of food. In addition, when viewed from an efficiency and cost point of view, this business saves a lot of business investment costs. For example, premises and household appliances can use existing ones as a first step.

Apart from that, from a market perspective, people who tend to be consumptive provide great profit opportunities. Due to the high level of demand, this business is a promising business. With a combination of running a hobby and getting profit, this business becomes very attractive, especially for women, who are usually more concerned with this one business. According to business motivator Kafi Kurnia, the catering business is the business most preferred by women, because it relates to the kitchen, namely cooking and cooking. The first reason is because of hobbies, access to this business is usually easy. Even if we don't have gastronomy, we just have to find a chef or cook. Second, opening a catering business, the first capital is enough to take advantage of the existing kitchen. Third, the business is relatively simple back-up knowledge.

PT. Hanan Boga Rasa in the face of increasingly competitive competition, one way is by product differentiation, which is a process that differentiates PT. Hanan Boga Rasa's products or services from other parties. This process involves detailing the characteristics of each product that consumer's value and makes it unique. When successful, product differentiation creates a competitive advantage because customers see PT. Hanan Boga Rasa products as superior.

To be able It is important for companies to be different from competitors, because there are hundreds of new products entering the market every day. When faced with too many choices, consumers will be confused in their choices and in the end make the decision not to buy. That is why it is so important for your business to find a way to make products stand out and be perceived as unique and valuable than other catering service businesses. PT. Hanan Boga Rasa's marketing team should try to explain to all customers what advantages the Hanan Catering product offers and compare it with competitors. If your company has many products, make sure each product has a clear identity to avoid confusion when consumers make choices. Creating a different product is an interesting thing for potential customers. This can help build a product's competitive advantage over other caterers (Kotler, 2015). A good product differentiation strategy can earn brand loyalty, the cornerstone of any successful business. This strategy focuses on the perceived value of the

buyer. As long as the seller continues to provide the highest quality of service, the customer base will remain loyal.

Today's market segmentation is faced with very competitive business competition. If a product is not consistently high quality, consumers will turn to other options. Creating a unique product will not be enough to gain a competitive advantage over product differentiation if the buyer does not know how your product differs from other brands (Kotler, 2015).

The seller must have a thorough understanding of the buyer's expectations and how the product will be used. For example, the purpose of buying a car is for a means of transportation, but if buying a car will also give a feeling of achievement and high self-esteem, the seller will have a competitive advantage over the car products he markets. Another way product differentiation is very important is to contribute to the buyers' perception that no brand is similar to the products we market. Product differentiation will highlight what differentiates our product from competitors. Consumers will see that competitors' products cannot meet their needs. This raises consumer expectations about the awareness of the quality standards they will accept.

Currently, Catering Services still have weaknesses in designing Competitive Strategies when compared to other countries. According to Barney (2010), a competitive strategy can be formed through a differentiation strategy and a cost leadership strategy. The phenomenon that exists in Catering Services in Indonesia indicates that it is still difficult to create product innovations that are difficult to imitate by competitors, the weakness of companies in anticipating changes in the external environment, and the absence of product prices that are more competitive when compared to competitors' products.

The weak business performance and competitive strategy of Catering Services in Indonesia are thought to be caused by several factors, including weak ownership of company resources. The existing phenomenon shows that currently Catering Services are still limited in working capital ownership, the location of the domestic market which is geographically still difficult to reach, besides that the intangible assets owned are still weak such as the number and quality of human resources as the foundation of inadequate catering services. Whereas conceptually, according to the opinion of Pearce and Robinson (2015), each company is different in its fundamental aspects because each company has a unique set of resources consisting of tangible assets, intangible assets, and organizational capabilities to utilize these assets. The low performance of the Catering Services business in Indonesia is also suspected because the management has not been fully able to adapt and anticipate the forces of the external environment, such as in anticipating opportunities and threats to external environmental forces such as global economic conditions, government policies, demands of workers, conditions of competition; as well as the still weak ability of the management in developing the strengths and weaknesses of the company's internal environment, which include ownership of adequate inputs, ownership of working capital, improving the quality of business processes and ownership of adequate resources.

Based on the identification of the above problems, some formulations of the problem can be revealed as follows: (1) How are External Environmental Forces Influence on Competitive Strategies in Catering Services in West Java, (2) How are the Effects of Company Resources on Competitive Strategies in Catering Services in West Java , (3) How are the Effects of External Environmental Strengths on Company Performance in Catering Services in West Java, (4) How are the Effects of Company Resources on Company Performance in Catering Services in West Java, (5) How are the Effects of Competitive Strategies on Company Performance in Catering Services in West Java.

LITERATURE REVIEW

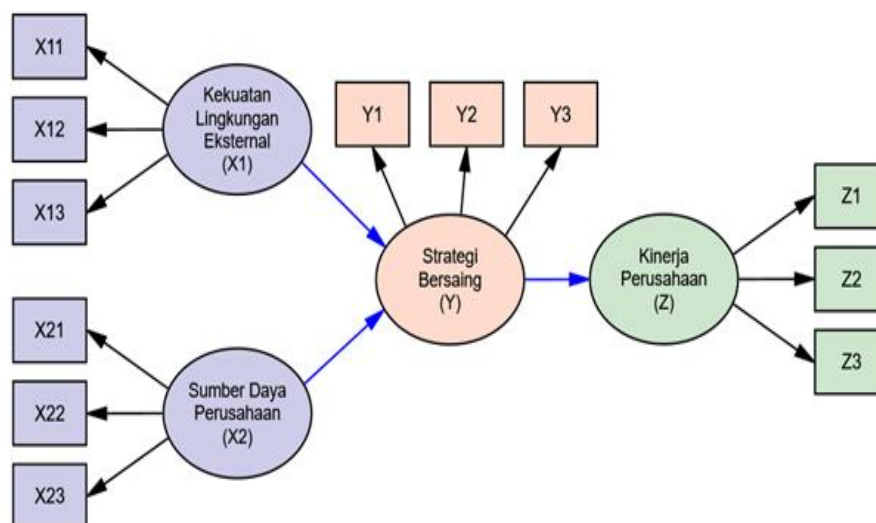
- Strategic management is a series of managerial decisions and actions that determine the long-term performance of an organization. This includes observing the environment (both external and internal). Strategy formulation (strategic or long-term planning), strategy implementation, and evaluation and control. In Hubbard and Beamish (2011), business strategy is an organization's attempt to position its business to be more competitive than its competitors. Hubbard and Beamish (2011) said there are five key questions to business strategy: (1) The level of growth and profitability that companies are looking for, (2) What products and services will be produced, (3) Customers and markets to be served, (4) Generic strategies that will be carried out to position themselves compared to competitors, (5) Position in the industry to be controlled.
- External environment (external factors) according to Pearce and Robinson (2015) are factors outside the company's control that affect the choice of direction and action, organizational structure, and internal company processes. External forces influence the type of product developed, the nature of the promotion and market segmentation strategy, the types of services offered, and the choice of business to buy or sell. The external environment is divided into: remote environment, industry environment, and operating environment. The dimensions of macro power include the following aspects: economy, political turmoil, government policies, labor conditions, banking institution policies. The dimensions of industrial competition consist of competitor conditions, substituted goods, buyer conditions, and supplier strength. The dimensions of technological strength consist of; developments in production technology, developments in information technology that support product marketing, and technological threats to the internal company.
- Resources according to Hubbard and Beamish (2011) are tangible assets and intangible assets of the organization. Tangible assets include physical assets such as land or land, factories, equipment and financial resources. While intangible assets are very difficult to identify, in particular, for value (such as product brand, organizational reputation, operating knowledge and experience, individual skills and intellectuals). The dimensions of tangible assets include complete production equipment facilities, adequate working capital ownership, ownership of fixed assets (office buildings, factories, warehouses, and other supporting facilities), and ownership of state-of-the-art technology equipment. The intangible asset dimensions include company reputation,

brand awareness level, product brand image, quantity level of experts, and quality level of experts. The dimensions of organizational capability include the competence of management in managing business, conducive internal business processes, and commitment of management to build a business.

- Competitive strategy of a company according to Thompson et al. (2014) with regard to game planning from management to compete successfully, namely specific efforts to serve customers, strengthen market position, face maneuvers from competitors, respond to movements in market conditions, and to achieve certain types of advantages. There are several sources of competitive advantage according to Pearce and Robinson (2015), namely: (1) low cost strategy, (2) differentiation, (3) speed-based strategy. (4) market focus. The cost leadership dimension includes determining operational costs that are more efficient, determining prices / tariffs below competitors' prices, and determining the attractiveness of costs (monetary, time, energy, psychological) / product rates. The differentiation dimension includes the creation of product advantages that other companies do not have, the development of better product variations than competitors, and the creation of convenience for customers in owning products. The speed based strategy dimension includes the speed of the company in anticipating shifting market demands, the speed in anticipating the latest technological trends, and the ability to anticipate the movements of competitors.

- Company performance according to Best (2009) is the output or result of the implementation of all activities related to business activities, the indicators of company performance are sales growth and profitability. Dimensions of company performance include sales growth, level of profitability, and market share. Profitability is the company's ability to generate profit (profit) which will be the basis for dividend distribution of the company. Market share is the amount or size of the total market that can be controlled by a company which is usually expressed as a percentage. Hubbard and Beamish (2011) show the interrelationship between performance measurement and business models that are measured based on financial aspects (cost reduction, ROE, TSR, sales growth), customer size (market share, customer relationship, customer satisfaction) with community aspects, efficient, and longterm learning and growth.

FRAMEWORK AND HYPOTHESIS



Hypothesis

Hypothesis 1: External Environmental Strength affects Competitive Strategy in Catering Services in West Java

Hypothesis 2: Company Resources influence Competitive Strategy in Catering Services in West Java

Hypothesis 3: External Environmental Strength affects Company Performance in Catering Services in West Java

Hypothesis 4: Company Resources have an effect on Company Performance in Catering Services in West Java

Hypothesis 5: Competitive Strategy affects Business Performance in Catering Services in West Java

RESEARCH METHODOLOGY

This study uses Mix Methods Research (MMR) with an explanatory design strategy, which is a design that uses two phases in which the quantitative research design is used as the main design equipped with the results of qualitative research to explain and interpret the results of quantitative research. The analysis unit and the observation / observation unit used as the object in this study are "The Influence of External Environmental Strengths and Company Resources on Company Performance with Competitive Strategies as an Intervening Variable in Cathering Services PT. Hanan Boga Rasa in West Java. time (time horizon) is a cross section or one shoot, meaning that information or data is collected directly at the scene empirically at a certain time, namely in 2020. The population in this study were all catering services in West Java with a population of 200 Partials. Least Square (PLS) is a method for modeling relationships between sets of observed variables through latent variables. The relationship between indicator variables and their variables is a measurement equation while the relationship between latent variables is known as structural equations. Based on the conceptual hypothesis referred to as as well as the research paradigm, a structural equation model (SEM) can be described in a framework of the relationship flow between variables.

RESEARCH FINDING AND ARGUMENT

Partial Least Square (PLS) is used in this research. It is a method for the relationship modeling between observation variable sets by means of a latent variable.

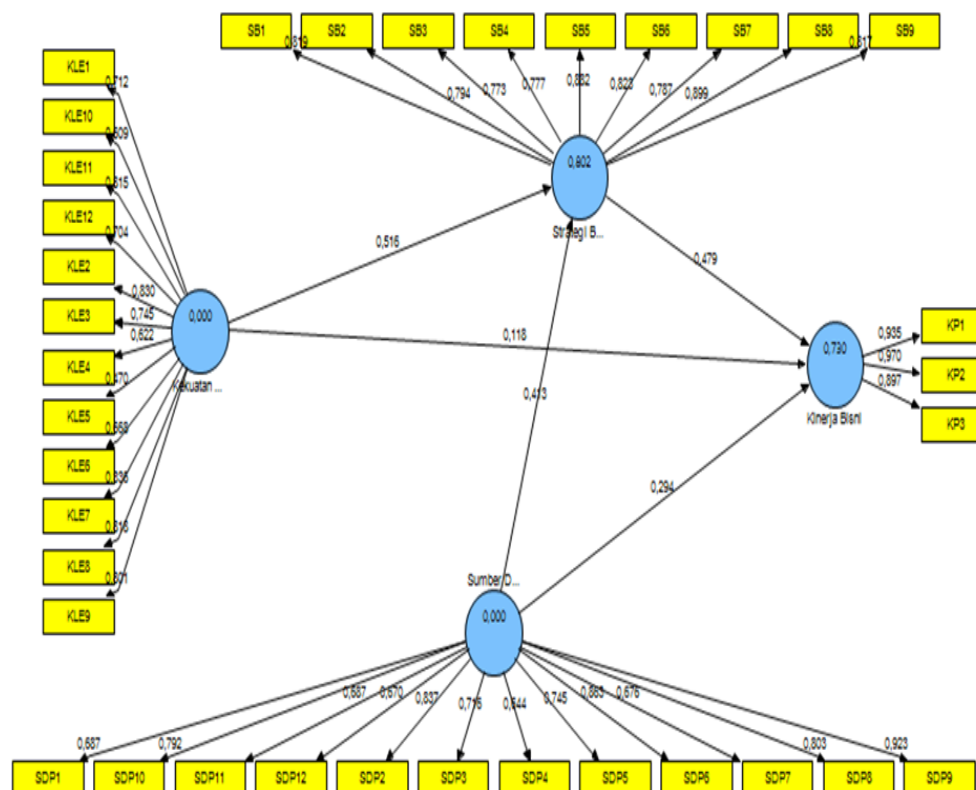


Figure 9 Coefficient

In Figure 10, it can be seen that more than 40% of the variance of each of the 12 indicators can be explained by the latent variable External Environmental Forces. The latent variable of Company Resources can explain the variance of the 12 indicators for more than 60% each. The Competitive Strategy variable is able to explain the variance of 9 indicators each by more than 70%. Meanwhile, the latent variable of Company Performance as an endogenous latent variable is able to explain the three indicators, each of which is above 80%. So, overall each latent variable has been able to explain the variance of each indicator measuring above 60%.

Table 2 Overview

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality	Redundancy
External Environmental Forces	0,479906	0,913720		0,895813	0,479906	
Company Performance	0,872798	0,953625	0,729516	0,926713	0,872798	0,150146
Competitive Strategy	0,672831	0,948612	0,801622	0,938840	0,672831	0,422894
Company Resources	0,574933	0,941265		0,930910	0,574934	

In Table 2, the value of composite reliability shows that the five latent variables have a value above 0,6. It can be said that the five measurement models are highly reliable. By the value of cronbachs alpha it's also can be seen that the overall variables are reliable ($> 0,7$).

Table 3 Path Coefficients

	Original Sample (O)	T Statistics (O/STERR)
External Environmental Forces -> Company Performance	0,118356	1,128155
External Environmental Forces -> Competitive Strategy	0,516124	6,579701
Competitive Strategy -> Company Performance	0,479309	4,744038
Company Resources -> Company Performance	0,294231	2,939829
Company Resources -> Competitive Strategy	0,413049	5,224448

Hypothesis 1: External Environmental Forces (KLE) gives a positive influence towards Competitive Strategy (SB) significantly with a value of 0,516. This matter can be proven and seen on t-statistics value ($t_{KLE-SB} = 6,580 > t\text{-table } 1,96$).

Hypothesis 2: Company Resources (SDP) gives a positive influence towards Competitive Strategy (SB) significantly with a value of 0,413. This matter can be proven and seen on t-statistics value ($t_{SDP-SB} = 5,224 > t\text{-table } 1,96$).

Hypothesis 3: External Environmental Forces (KLE) gives a positive influence on Company Performance (KP) insignificantly with a value of 0,118. This matter can be proven and seen on t-statistics value ($t_{KLE-KP} = 1,128 < t\text{-table } 1,96$).

Hypothesis 4: Company Resources (SDP) gives a positive influence on Company Performance (KP) significantly with a value of 0,294. This matter can be proven and seen on t-statistics value ($t_{SDP-KP} = 2,940 > t\text{-table } 1,96$).

Hypothesis 5: Competitive Strategy (SB) gives a positive influence on Company Performance (KP) significantly with a value of 0,479. This matter can be proven and seen on t-statistics value ($t_{SB-KP} = 4,744 > t\text{-table } 1,96$).

CONCLUSION

1. The correlation between External Environmental Forces (KLE) and Competitive Strategy (SB) is significant with a T-statistic value of 6,580 ($> t\text{-table } 1,96$), original sample value of 0,516, so the relationship direction is positive.
2. The correlation between Company Resources (SDP) and Competitive Strategy (SB) is significant with a T-statistic value of 5,224 ($> t\text{-table } 1,96$), original sample value of 0,413, so the relationship direction is positive.
3. The correlation between External Environmental Forces (KLE) and Company Performance (KP) is insignificant with a T-statistic value of 1,128 ($< t\text{-table } 1,96$), original sample value of 0,118, so the direction of the relationship is positive.

4. The correlation between Company Resources (SDP) and Company Performance (KP) is significant with a T-statistic value of 2,940 ($> t$ -table 1,96), original sample value of 0,294, so the relationship direction is positive.
5. The correlation between Competitive Strategy (SB) and Company Performance (KP) is significant with a T-statistic value of 4,744 ($> t$ -table 1,96), original sample value of 0,479, so the relationship direction is positive.

SUGGESTIONS

The external environmental forces with KLE2 (macro force: political turmoil) as its most influential factor, give the strongest impact on competitive strategy than the company resources, though both variables affected competitive strategy. Meanwhile, the company resources with SDP9 (intangible assets: quality level of experts) as its most influential factor, influences the company performance more than the external environmental forces do. In addition, competitive strategy with SB8 (speed-based strategy: speed movement in anticipating the latest technology trends) as its most influential factor, affects the company performance. The main elements offered differentiate between PT. Hanan Boga Rasa and other catering businesses are Variative product differentiation, High quality food products, Good chef, Excellent customer service. unique marketing method, Strategic location. The initial stage of this business plan is to have a strategic location, but the long-term target is to have branches in Kota and Kota Regencies.

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