

PERANCANGAN STRATEGI BISNIS BERDASARKAN ANALISIS RASIO KEUANGAN DI PT PATRA TELEKOMUNIKASI INDONESIA

DESIGN OF BUSINESS STRATEGY BASED ON FINANCIAL RATIO ANALYSIS IN PT PATRA TELEKOMUNIKASI INDONESIA

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Abstrak

PT Patra Telekomunikasi Indonesia (Patrakom) adalah perusahaan yang bergerak dalam penyediaan jasa telekomunikasi berbasis satelit. Seiring berkembangnya industri telekomunikasi, para pesaing Patrakom juga semakin meningkat. Guna menjaga eksistensi perusahaan, maka Patrakom membutuhkan strategi yang tepat agar bisa bersaing dengan kompetitor. Penelitian ini bertujuan untuk memberikan rekomendasi untuk memperbaiki kinerja Patrakom, terutama kinerja keuangan. Penilaian kinerja keuangan Patrakom dilakukan dengan menggunakan rasio likuiditas, rasio profitabilitas, rasio leverage, dan rasio aktivitas. Setelah menganalisa rasio keuangan, kemudian membandingkan rasio keuangan antara Patrakom dengan perusahaan sejenis, untuk mengetahui kinerja keuangan Patrakom. Selanjutnya merumuskan strategi bisnis yang mencakup aspek internal dan eksternal. Perumusan strategi dilakukan dengan menggambarkan kekuatan, kelemahan, peluang, dan ancaman. Maka dapat ditentukan posisi kompetitif dan perumusan strategi. Perumusan strategi dilakukan dengan menggunakan metode analisis SWOT dan AHP. Rekomendasi strategi yang diberikan adalah meningkatkan kualitas layanan, meningkatkan kualitas sumber daya manusia, meningkatkan penjualan, menjaga ketersediaan layanan, dan menstabilkan harga.

Kata kunci : *Analytical Hierarchy Process*, Analisis SWOT, Rasio Keuangan

Abstract

PT Patra Telekomunikasi Indonesia (Patrakom) is a company in the provision of telecommunication services based on satellite. As the development of telecommunication industry, the competitors of Patrakom also increasing. In order to maintain the existence of the company, then Patrakom requires the right strategy in order to compete with competitors. This research aims to provide recommendations to improve the performance of Patrakom, especially financial performance. Financial performance assessment of Patrakom conducted using liquidity ratio, profitability ratio, leverage ratio, and activity ratio. After analyzing the financial ratio, then comparing the financial ratio between Patrakom with similar companies, in order to know the financial performance Patrakom. Furthermore, formulate the business strategy that includes internal and external aspects. Strategy formulation is done by describing the strengths, weaknesses, opportunities, and threats. Then it can be determined competitive position and strategy formulation. Strategy formulation is done using SWOT analysis and AHP method. The strategy recommendations given are improving the quality of services, improving the quality of human resources, increase the sales, maintain the service availability, and stabilizing prices.

Keywords: *Analytical Hierarchy Process*, SWOT Analysis, Financial Ratio

1. Introduction

The company is a place where production activities take place and produce output to gain profit and meet human needs. Production activities in the company occurs due to several factors, namely labor, capital, physical resources, entrepreneurship, and information resources (Griffin & Ebert, 2005). In the business world there are several classifications of companies, broadly classification companies are divided into two types, according to operations and legal entities. The classification of companies based on operations is divided into three namely, Service Company, Trading Company, and Manufacturing Company. The classification of companies based on legal entities is divided into five namely, A Sole Proprietor, Firm, *Commandiataere Vennotschap (CV)*, Incorporated Company, and Cooperative (Sujarweni, 2016). Rapid technological growth affects the growth of service industry sector in Indonesia. Competition among service companies will increase in line with the growth of service industry sector, so the companies need to improve their performance and provide best service for

customers. Service companies are companies that perform services or sell services to other parties or the public. The development of telecommunication industry in Indonesia has grown rapidly in this century. The telecommunication services company took a role in the development of this industry. One of the telecommunication service companies that contribute to development of telecommunication industry in this country is PT Patra Telekomunikasi Indonesia or commonly known as Patrakom. The company provides telecommunication solutions and network services. Patrakom service is intended for company, not individual, in other words business model of this company is business to business (b2b). Patrakom is a company that serves various business segments, namely telecommunications, maritime, banking, oil & gas, government, and plantation. Patrakom aims to provide solutions to meet the needs of customers of telecommunications networks and services, with serving the regional, national, and international telecommunications networks. Along with the growing competition among telecommunication service companies, Patrakom is required to manage the company to become more professional and improve the quality of company, especially in financial performance. Financial performance is an achievement that the company achieved in a certain period that reflects the company's financial condition (Sutrisno, 2013). By conducting an assessment of financial performance, the company can perform the planning and selection of strategies to achieve goals on the financial aspects. Assessment of financial performance involves an assessment of financial situation in the past, now, and the future with the aim to know the weakness and strength of the company (Mulyadi, 2016). A popular way of assessing a company's financial performance is to evaluate the financial statements. The financial condition of the company in a certain period of time can be seen through financial statements (Harahap, 2013). According to Wiratna Sujarweni (2016), financial statements are a record that containing information about a company's finances in a certain period, and are used to describe the performance of company over a certain period. Patrakom requires analysis of financial statements to determine the company's ability in dealing with financial problems, so it can be formulated a quick and precise solution. In addition, by analyzing the financial statements, the company can know its financial position, financial performance, and financial strength. A common way of doing financial performance analysis is to use financial ratios, ie analytical techniques by comparing each of items contained in the relevant financial statements. There are several financial ratios that can be used to perform financial performance analysis. According to Wiratna Sujarweni (2016) the financial ratios commonly used are liquidity ratio, profitability ratio, leverage ratio, and activity ratio. The level of liquidity is done to measure the company's ability to meet its financial capabilities in short-term, while the level of profitability is done to measure how much the company's ability to earn profits, then the level of leverage is done to measure how much the company's ability to meet all long-term financial obligations, and the level of activity used measure how effective the company is in utilizing its resources. The high level of GDP value achieved by information and communication industry has led to increasing competition in this industry. Patrakom requires the best strategy to survive in this competition. To determine the company's strategy, beforehand need to know how the company's financial performance compared with competitors in similar industries. One of the methods used in performing financial performance analysis is by performing financial ratio analysis. In performing financial ratio analysis, there are two types of comparison that can be used, internal comparison and external comparison. By using internal comparison, the researcher can see the trend of financial ratios whether ascending or descending. In addition, the researcher can also see the condition of the company's financial performance over a period of time. External comparison is done by comparing the company's financial ratios with other companies in similar industry over the same period of time. By using external comparison, the researcher can see the position of the company's financial performance compared to the companies in similar industries (Dharsono & Ashari, 2008). Based on the previous explanation, the author is interested to conduct research in determining the strategy of the company in PT Patra Telekomunikasi Indonesia by using the appropriate financial ratios, namely the liquidity ratio, profitability ratio, leverage ratio, and activity ratio. Liquidity ratio that used are Current Ratio and Cash Ratio. The ratios used in Profitability ratio are gross profit margin, net profit margin, return on equity, and return on asset. Leverage ratio is calculated using total debt to assets ratio and total debt to equity ratio. Activity ratio is calculated using total asset turnover ratio and fixed assets turnover ratio.

2. Designing Business Strategy in Patrakom

2.1 Data Collection

Data collection is an one of the steps done where the authors collect all the data needed to do the research. While the data used in this research are obtained from internal factor and external factor. The data that used for the internal factor are marketing, finance, operational, and human resources, while the external factor used technology and competitor analysis. For the internal factor can be seen below:

Table 1. Financial Highlights

(In Million Rupiah)	Year				
	2012	2013	2014	2015	2016
Revenues	177,563	195,751	316,474	427,397	510,289
Net Income	12,065	3,563	1,741	28,030	43,669
Total Assets	218,087	254,966	344,577	471,972	472,373
Total Equity	115,901	115,237	94,895	124,650	164,204
Total Liability	102,283	139,866	249,733	347,322	308,169
Total Expenses	161,319	179,334	296,858	379,959	421,430

Table 2. Number of Bandwidth Transponder

No.	Description	2016
1.	Rent Bandwidth Transponder (Mhz)	763.36
2.	Usage Bandwidth Transponder (Mhz)	759.14
3.	Remains Bandwidth (Mhz)	4.22
	Utilization	99.45%

Table 3. Development of Human Resources

Type of Development	2015	2016
Leadership program	8	8
Functional Skill	109	129
Sharing Knowledge	17	23
Sertifikasi	6	3

2.2 Data Processing

Processing data is an one stage where do the available data, so can obtained a result. In this data processing is do the priority weighting and consistency test. In the following table can be seen the results of priority weighting on the AHP questionnaire:

Table 4. Priority Weighting

No.	Internal Factor	Weight
1	Return on Equity Patrakom (2012 to 2016) tend to increase	0.133
2	Quality of product and service	0.233
3	Qualified human resources	0.169
4	Value of service availability	0.115
5	Good help desk & SQA implementation	0.034
6	Total Asset Turnover Patrakom (2012 to 2016) tend to increase	0.086
7	Increase in the number of expenses annually (2012 to 2016)	0.060
8	Current ratio Patrakom (2012 to 2016) tend to decrease	0.145
9	Ptrakom debt tend to increase	0.027
No.	External Factor	Weight
1	Inflation rate is under control	0.066
2	Stable economic conditions	0.275
3	The potential of satellite telecommunications industry	0.350
4	Exchange rate of Rupiah against US Dollar	0.058
5	New technology competitors	0.105
6	Price competition against competitors	0.145

Table 5. Available Capacity using RCCP

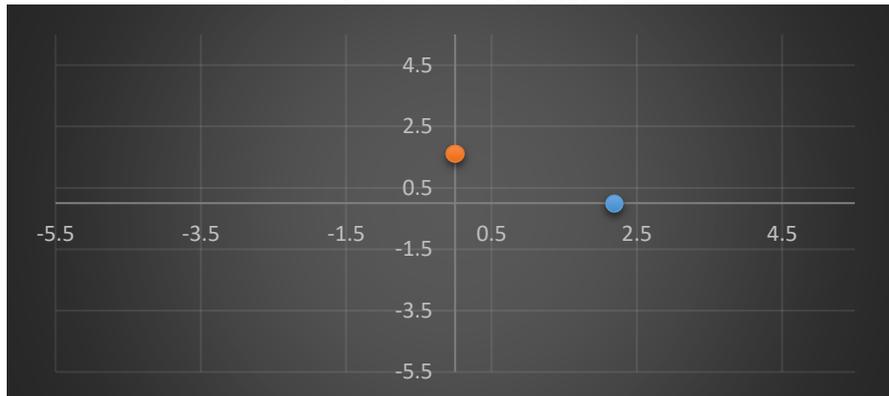
	Internal Factor	External Factor
CI	0,133	0,121
CR	0,091	0,097

Based on the result of consistency test on internal factor and external factor, obtained value of $CR \leq 0.1$. Then the priority weight of three experts is said to be consistent.

3. SWOT Analysis

SWOT analysis is conducted to find out Patrakom's position and formulate the right strategy in order to increase the corporates's value. For the result of SWOT analysis can be seen in Table 6.

Table 6. SWOT Matrix



The above SWOT Matrix indicates that PT Patra Telekomunikasi Indonesia position is in quadrant 1, which means the company needs to execute strategy using internal strength by exploiting external opportunities to achieve business growth.

4. Conclusion

From the research that has been done it could be concluded that the strategy recommendations for the company are:

1. Improving the quality of products and services that done by always updating the current customer trends and needs. Other than that, offers services to potential customers in various segments.
2. Improving the quality of human resources by providing career certainty, providing opportunities for continuing education, and maintaining employee motivation.
3. Increase the value of ROE by increasing sales and returns.
4. Maintain the value of service availability by doing maintenance and device upgrades regularly to minimize the possibility of error.
5. Increase the value of Total Assets Turnover by increasing sales and stabilizing prices of products and services.
6. Improve the helpdesk & SQA services by doing an approachment to customer so that always know the desire of customer and customer will always feel satisfied.

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