

# Implementation of Strategic Management in Business Career Mentoring and Counseling – A Case Study of Growdo

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**Abstract**—According to BPS data, the unemployed workforce was 8.75 million in February 2021, 7.10 million in 2019, and 7.07 million in 2018. On the other hand, the development of the Industrial Revolution 4.0 has developed rapidly, with the emergence of technology and information that has brought enormous changes. This research aims to identify Strategic Management in Growdo, a preparation platform for entering the workforce. Growdo is a solution for pre-employees to learn about preparation to enter the world of work, technical & soft skills improvement, guidance & consultation, and pre-employment assessment to prepare for the workforce. □ This study uses primary data collected directly in an experimental study on Growdo. The analytical method used is observing business strategy in Growdo for six months. The result of this research is that Growdo applies several management concepts and Strategies, including several systems and implementation analyses, including SWOT aspects, Porter's Five Forces, Business Model Canvas (BMC) and Value Proposition Canvas □

**IndexTerms:** Strategic Management, Career, Mentoring, Counseling

## I. INTRODUCTION

Unemployment is closely related to people in Indonesia and is a protracted problem that is difficult to solve. According to BPS data, the unemployed workforce was 8.75 million in February 2021, 7.10 million people in 2019, and 7.07 million in 2018. On the other hand, claims issued by the government state that the average job creation is 2 million per year. However, according to BPS data, the average increase in the labour force is 2 million per year. Therefore, with a sufficiently significant increase in the labour force, unemployment in Indonesia is a reasonably significant problem that needs to be solved.

On the other hand, the development of the Industrial Revolution 4.0 developed rapidly, with the emergence of technology and information having brought significant changes. This revolution makes interaction and data exchange fast and easy, including humans with humans, humans with machines, and between devices and machines themselves (Cooper and James, 2009). □

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The unemployment problem is challenging to solve, which causes competition to enter a more competitive world of work. It is an opportunity for Growdo to be present as a solution for pre-employees to increase their capabilities in entering the world of work. □ With today's technological developments, Growdo comes with technology developments that can provide broad benefits. Great potential can be beneficial in providing more valuable services and solving pre-employee problems. Growdo is a solution for pre-employees to learn about preparation to enter the world of work, technical & soft skills improvement, guidance & consultation, and pre-employment assessment to prepare for the workforce.

The challenges faced by Growdo are certainly not accessible in running their business. So there needs to be planning and market strategy to survive in the competitive market as it is today. Thus, implementing Strategic Management is essential in this business, aiming to make the company more competitive. This research seeks to identify the implementation of Strategic Management in the Growdo business as an effort to develop a more sustainable business. □

## II. LITERATUR REVIEW

### A. Strategic Management

Strategic management is a set of efforts made by the company to develop or restore the company's strength in achieving predetermined achievements. Strategic management is the art and science of formulating, realizing, and evaluating decisions between fields or levels within the company that can be a step toward achieving company goals. The areas referred to in this definition include general, financial, operational and information systems fields of companies that have a fundamental role in achieving company goals (David, 2006). □

Strategic management is needed in the dynamics of a competitive, evolving, and unpredictable business environment, where a holistic and original approach is a necessity for every company with the ambition to achieve worthwhile goals. With strategic management, companies can formulate strategies better and more rationally. In making decisions, the company should involve all company members engaged in the business process in strategy formulation, implementation, and evaluation. Strategic management has four stages (David, 2006): environmental observation, strategy formulation, strategy implementation, and evaluation and control.

### B. SWOT Analysis

The notion of SWOT analysis is an evaluation of all the strengths, weaknesses, opportunities, and threats in individuals or organizations (Kotler, 2016). Meanwhile, according to Pearce and Robinson, the notion of SWOT analysis is part of the company's strategic management process that aims to identify the company's main strengths and weaknesses. In addition, a SWOT analysis is also a step to formulate and identify several factors within the company, which can help develop the company's strategy. Therefore, this analysis is related to analyzing strengths, opportunities, weaknesses and threats (Nisak, 2004).

### C. Porter's Five Forces Analysis

Porter's Five Forces analysis is a method for analyzing the company's external environment based on competition between similar companies, the threat of new entrants, the threat of substitute products, the bargaining power of buyers, and the bargaining power of suppliers (Porter, 2008). □ Some aspects analyzed in Porter's Five Forces include the entry of new competitors, the threat of substitute products (substitutions), the power of buyer supply, the strength of supplier supply, and competition among existing companies.

### D. Analysis of Business Model Canvas (BMC)

Business Model Canvas (BMC) is a model for analyzing how an organization can deliver, create and capture value for the organization (Osterwalder and Pigneur, 2010). The Business Model Canvas has the advantage of comprehensively describing the organization's current state based on consumer segments, the value offered, value offering pathways, customer relationships, revenue streams, vital assets, and partners. □ The same, as well as the cost structure they have. The following nine elements in the Business Model Canvas are value proposition, customer segments, channels, customer relationships, key activities, key resources, key partnerships, revenue stream and cost structure.

### 2.5 Value Proposition Canvas

The Value Proposition Canvas is a tool that can make value propositions visible, tangible, and easier to discuss and implement (Osterwalder, Pigneur & Bernarda, 2014). It describes customer problems, solutions to those problems and values from a customer perspective (Chesbrough & Rosenbloom, 2002). The value proposition canvas is part of the business model canvas, which describes how a company can create value for its customers. The Value Proposition Canvas consists of the customer profile, which explains the customer's jobs, gains and pains. The Value Proposition Canvas also demonstrates the value map consisting of products & services, gain creators and pain relievers.

## III. RESEARCH METHODS

In this study, primary data are collected directly in an experimental study on Growdo. The analytical method used is observing business strategy in Growdo for six months. The research object is a new business founded in 2021 in Yogyakarta, Indonesia. This study aims to determine the

extent of the management strategy in the Growdo business. □

## IV. RESULTS AND DISCUSSION

### A. Strategy Determination

In determining the strategy, in the early stages, the Growdo team analyzed from the external side the problems that occurred in the market, the desired market needs, market potential and value, and explored the competition in similar industries. Growdo began to investigate internally; this analysis included Growdo's needs related to human resources, finance or other facilities. Growdo focuses on developing business models, one of which is the preparation of the Business Model Canvas (BMC) and Value Proposition Canvas (VPC) at the beginning of its business development. After that, Growdo focuses on determining the implementation of the right strategy, determining strategy results and monitoring strategy results. Thus, all methods in Growdo will be able to run effectively and efficiently.

### B. SWOT Analysis

In terms of strength, Growdo focuses on making a preparation platform to enter the world of work with the concept of a one-stop solution. More intensive and effective services with a head-to-head mentoring method. Professional Human Resources from various industrial backgrounds and accessible, quality, affordable and valuable services are also the focus of Growdo. On the other hand, Growdo has weaknesses, including the lack of optimal use of technology, the lack of quality human resources, and the lack of cooperation between professional human resources.

Growdo has a reasonably large target and market potential in terms of opportunities that will positively impact business continuity. The problem of career preparation is also still a problem, so the level of competition with competitors is still relatively low. □ As for the threat, namely the emergence of competitors who provide similar services at higher selling prices and values. Rapidly changing market changes are also a threat that makes Growdo able to adapt to the environment quickly. □

### C. Porter's Five Forces Analysis

Digital business development is a business with high growth lately in Indonesia, so competition and new entrants are possible. Growdo always strives to increase the fortress of competition by improving several aspects, including capital investment, product differentiation, professional human resources, and application of technology. Growdo also strives to strengthen its competitive strategy, so the target market can remain relevant and accepted. □

The emergence of competitors and new entrants will certainly offer competitive products. It must also be something that Growdo needs to watch out for, especially if the products offered by competitors are more valuable and affordable. The strategy is to provide value-added, quality and affordable services to the target market, making customers more loyal to Growdo products. □

In terms of the bargaining power of buyers, the buyer is one of the things that becomes an important consideration

in setting prices and services in a business. With a broad target market and diverse purchasing power capabilities, Growdo certainly has the convenience of determining the price of services that can increase profitability. However, Growdo also makes strategic efforts to sell value-for-money services so that consumers will receive the prices and services. □

In this business, human resources professionals from various industries are critical. So it is necessary to have a suitable mechanism in its management, both recruitment, training and commission mechanisms. Furthermore, the cooperative and collaborative relationship between Growdo and human resource partners must also be harmonious by seeking a win-win solution and mutually beneficial cooperation for both parties. □

The industry does not have high competition in the current competitive landscape, so competitors can still freely manage prices and services. However, to anticipate the increasing level of competition in the future, Growdo has a strategy to focus on observing the development of market needs to remain relevant to the market's needs. In addition, applying sustainable innovation is essential because it will ease competition in the future.

#### D. Business Model Canvas (BMC)

A business requires strategies, management, and systems that make it easier to run a business that is effective and follows the company's goals. One business model that is proven to be effective and often applied is the canvas business model. This model is usually used to translate concepts, consumers, infrastructure and company finances in the form of visual elements. □

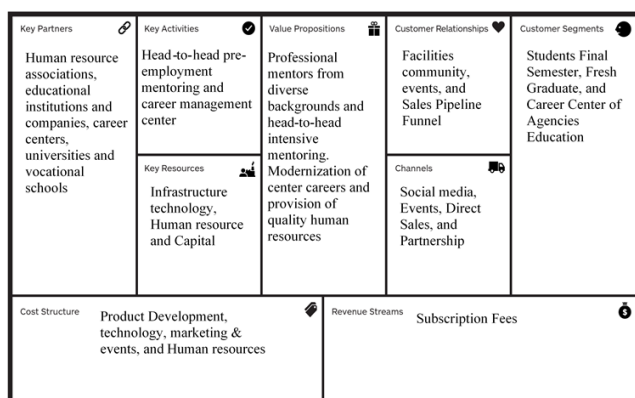


Image1: Business Model Canvas (BMC) Growdo

In terms of key partners, Growdo focuses on collaborating with several Human Resources. The focus of this collaboration aims to provide professional resources who can provide career preparation services in this business. Another priority is building partnerships with educational institutions to prepare the best talent, which can channel talent to corporate partners. Growdo will focus on becoming a partner in managing Career Centers for educational institutions, both universities and vocational high schools.

Head-to-Head Mentoring is the Key Activity of this business, which aims to provide services in guidance & consultation, as well as pre-employment assessments,

which Human Resource Professionals directly serve. Another focus of this business activity is to become a career management partner for educational institutions. Growdo has a Value Proposition strategy to provide professional mentors from various industries who can serve directly with users. The implementation of the modernization of the career centre strategy will also be the focus of further development in this business. □

In dealing with customers, Growdo focuses on developing a career preparation community supported by work preparation events that can improve pre-employees abilities. Implementing the Sales Pipeline Funnel can also make Growdo's values and services more easily conveyed to customers. The customers that Growdo targets are students in their final semester, fresh graduates, and career centre educational institutions. A plan is needed to deliver products to consumers, and Growdo uses several channels, including social media, events, direct sales, and partnerships. □

Regarding Key Resources, Growdo focuses on providing infrastructure technology, human resources and capital to a sustainable business. In terms of Cost Structure, the focus of budget expenditures includes product development, technology, marketing & events, and the provision of professional human resources. Growdo also focuses on achieving sales with the concept of Subscription Fees to run a more stable business. □

#### E. Value Proposition Canvas (VPC)

Value Proposition Canvas (VPC) is commonly used to understand user needs and develop their desired product or service. Value Proposition Canvas analyzes two sides, both from the user and product or service sides. In terms of the customer segment, the pain that Growdo intends to solve is the difficulty of competing in entering the world of work due to the lack of job vacancies and competition in entering the competitive world of work. □

The difficulty of producing competitive graduates is also a problem for educational institutions. The customer focus is Fresh Graduates who have difficulty getting a job and educational institutions with difficulty setting up a career centre. Thus, Growdo can provide convenience in entering the world of work and make it easier for graduates to be highly competitive. □

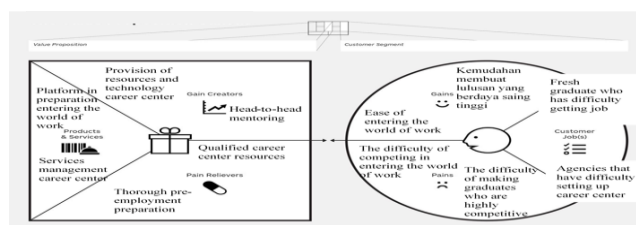


Image 2: Value Proposition Canvas (VPC) Growdo

In terms of Value Proposition, Growdo can relieve pain by providing well-rounded pre-employment preparation services and quality career centre resources. This goal needs to be facilitated by the existence of a preparation platform for entering the work and services for professional management and career centres. Another focus of Value Proposition is the provision of resources and

technology career centres that can provide quality services in increasing pre-employee competitiveness by implementing an effective Head -to-Head Mentoring method. □

## V. CONCLUSION

The strategy in determining this business goes through several stages of management strategy, including analyzing the external side of both market problems, market needs, market potential, and industry competition. Finally, it establishes methods to add customer value and make the product sustainable. □ Growdo also focuses on preparing and implementing the Business Model Canvas (BMC) and the Value Proposition Canvas (VPC). In implementing BMC, Growdo ensures that the elements in the business implementation process are relevant to the company's goals. As for the VPC, Growdo ensures that the customer problems that Growdo solves are real and can be solved well with the services Growdo provides.

To see the company's competitiveness against consumers and other competitors, Growdo conducted a Porter Five Forces Analysis. □ By analyzing this aspect, Growdo has a strategic position in improving strategic elements, including increasing capital investment, product differentiation, professional human resources, and technology application. Another strategy is providing value-added, quality, affordable services to the target market in responding to changes in the rapidly changing business environment in the technology industry. Growdo must focus on observing the development of market needs and trying to stay relevant. Innovation is the primary

strategy in Growdo. It will be beneficial for better business sustainability in the future. □

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