



**KEY SUCCESS FACTORS ANALYSIS
OF BILLIARD BUSINESS IN PADANG
(A Case Study of The Matchroom Billiard)**


A Thesis Draft for the Bachelor's Degree

By

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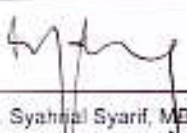
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ABSTRACT

The objective of this research is to examine the key success factors and future strategies of the billiard Matchroom. In maximizing the result, this research use two analysis tools: Key Success Factors Analysis, and SWOT analysis. This research involved 90 samples of billiard customers in six billiard spots of Padang city. The respondents were undertaken using random sampling design. The research uses questionnaires and in depth interview (with the billiard Matchroom manager) to collect the primary data and the literature reviews to gather the secondary data. The key success factors are generated by combining the results of questionnaires and interviews, meanwhile the future strategies are generated by exploring SWOT Matrix and Internal External Matrix. The results suggest this billiard spot to implement ST Strategy (SWOT Matrix) and Concentric Diversification (Internal External Matrix) as the results of exploring the key success factors. The principal contribution of this research is that it demonstrates empirically the using of Key Success Factors Analysis in its relation to generate firm future strategies by using SWOT Analysis tools.

Keywords: Key Success Factors, SWOT Analysis

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CHAPTER I

INTRODUCTION

1.1. Background

The moving of economic condition keeps on rising in every industry in Indonesia and every party involved has to perform its best performance in the existing rapid business competition. The competition is about struggling and surviving a company position within related industry from possible threats. The threat may comes from direct competitor or indirect competitor or even both.

Organizations included in the competition are being forced to face several dynamic environmental changes surrounding the competing firm that can place a firm into a better position or even worse depends on the quality of strengths the firm has. The changes include quality improvements of products and services, utilization of sophisticated technology, developing special strategies, adopting structured management system, etc. The last condition may not and closely can not be avoided by every competing firm in order to achieve goals and avoiding from being forced out of the competition. However, the environmental changes do not take place just within the competing firm (internal), but also exist outside the firm (external) as well. This situation is relevant to the theory of David (2001: 76) which describes that a business firm has to consider its business environment, they are external assessment (economic forces, social cultural – demographic – environmental forces, political – governmental – legal forces, technological forces, and competitive forces) and internal assessment (integrating strategy and culture, management, marketing, finance?accounting, production/operation, research and development, computer information system).

Nowadays, because of rapid business competition mentioned above, many industries focused on customer satisfaction rather than the margin and having structured Customer Relationship Management (CRM) which is stated by Kotler (2003, 72), in attracting and retaining customers, many companies are intent on developing stronger bonds with their customers. This is the process of managing detailed information about individual customers and carefully managing all the customer "touch points" with the aim of maximizing customer loyalty. Companies often generate some strategies to obtain maximum customer satisfaction. This management is very useful in attracting new customers and retaining the existing customers. In this global era, every company also has to compete in adopting the latest technology to support its daily activity business. The technological management system will help the company to recognize any failure occurred. Better technology provided to customer will create positive customer impressions.

Robbins and Coulter (2003: 554), good implementation of Human Resource Management will result better organizational performance, which organizational performance is the accumulated and results of all the organization's work processes and activities. It means that the success key in running business is employee. Firm should design well defined Human Resource Management including selecting and train employees. Then the firm must be able to create good working atmosphere to retain them and minimizing the level of turnover. This is also useful in creating good company performance. All those factors above mainly focus on quality and can be used by the competing firm as strengths against competitors. It relies on Gaspersz (2008: 1), quality is everything that meet the needs of customers, which will gives additional power for a business firm inside the business competition.

CHAPTER VI
CONCLUSION, LIMITATION, AND
AREA FOR FURTHER RESEARCH

6.1. Conclusion

Based on the analysis conducted, researcher conclude that it is important for a company to emphasize the key success factors analysis activities in order to achieve a superior future strategy. It may be true that it will add time and cost to achieve the activity, but what should be taken into those things are the improvements of company activity that will result more as a better benefits that might be worth paying more.

Through the research, researcher divides the key success factors of billiard business in Padang – in this case is the billiard Matchroom – into several parts according to the classification. The factors are grouped into internal and external environments. Internal environment consists of strengths and weaknesses, while external environment consists of opportunities and threats. The researcher collected the informations based on the point of view of company and customers, since this business is a service business which customers satisfaction is the most important thing. Then, the key success factors of the billiard Matchroom will be shown in the table below:

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