

Combining SWOT and PESTLE Model to Assess Kaskus Business Model

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Abstract

Internet has been rapidly develop and bring an e-commerce activity as a daily needs, includes in Indonesia. One of e-commerce practice is C2C, such as Kaskus, which evolves into social-commerce. Social-commerce creates connection between product and community. Lately, Kaskus has facing many problems within business develops with others e-commerce. In the internal section, there was lack of employees competency, whilst in the external section they were wondering about Kaskus FJB (Trading Forum) continuity. SWOT methods and PESTLE analysis were applied to solves these problems. SWOT concluded that students college may selected as a new employment, considering their potential market and development skill. PESTLE was used as a based to determine new service inside Kaskus, resulted in suggestion to create tourism page. Therefore, Kaskus will be able to compete with others e-commerce.

Keywords

Internet, E-commerce, Kaskus, SWOT, PESTLE Analysis

1. Introduction

Information technology in digital era is effecting in daily needs such as social and other life aspect. Today, people around the world are use internet to share and find an information. In this digital era, all activity in traditional culture has been changed into modern culture. For example, buying and selling activities are now digitally, learning activities can be accessed by internet, etc. [1]. Today, people are not strange about e-commerce. E-commerce is a business model in which transactions take place over electronic networks, especially internet. There are lot of e-commerce around the world who are in competitor [2]. In Indonesia, retail e-commerce sales figures from 2016 is up from 5.78 billion U.S. dollars, then in 2022 is predict e-commerce sales set to surpass 14.4 billion U.S. dollars in revenues [3]. There are classification of e-commerce such as B2B, B2C, C2C, C2B. In this paper, researcher discuss about e-commerce in C2C model [4]. The growth of e-commerce are influence by industry structure, there are many individual businessman comes in business world. They use internet as an instrument for online marketplace. Online marketplace is one of C2C model. This model usually take advantages on website to promote and create online transaction [5]. Implementation of C2C model could be a social-commerce, by using social media as media for transaction of product or service [6]. Social-commerce is representative from Web 2.0. It is gives information by one person to others (monolog media) or by people to others (social media monolog). Some examples of Web 2.0 social media sites include blogs, web forums, virtual communities, and social networks [7]. One of social-commerce implementation in Indonesia is Kaskus [8].

Kaskus is the bigger virtual community in Indonesia that provide many forum such as, politics, social life, and othes [9]. Kaskus is acronim from Kasak-Kusuk, it is begins from hobby by small community which develops until rightnow [10]. Kaskus was born in 6 November 1999 by Andrew Darwis and two other friends when complete their study in colleges [11]. Today, Kaskus comes as a social e-commerce forum. Kaskus social e-commerce is trading forum (FJB). It is a place for market agents of e-commerce in Indonesia. Kaskus thought that e-commerce is potential important thing as a based future Kaskus develops. Then, Kaskus's develop of trading forum since 2008. It is same by introducing Kaspay [12]. Kaspay was used as a payments facility within trading forum since 2010. It's aims for get benefit from total of transaction which happened in trading forum (FJB) [13]. There was problems in 2012 about users increasing, overload post, giving comment and thread in one times are making server down in Kaskus. To solve it, Kaskus need developers which parallel with Facebook, Twitter, and MySpace. In general, all developers more choose to work abroad than Indonesia. It is caused by remuneration/high salary, facility, work environment, and appreciation. By increasing system, Kaskus could increase total of visitors and benefits. The others e-commerce in Indonesia became a competitors of Kaskus. So, Kaskus should create innovation and creativity climate (both of them cannot separate by technology, it is a based to develops infrastructure). In technology development, Kaskus should be competitive to face development progress. Kaskus desire to be a leader of e-commerce and better for users in Indonesia. In other side, Kaskus also create new entrepreneurship which no limitation by age, times [14]. In this research, SWOT and PESTLE analysis are use to solve problem about internal factors (human resources).

2. Methods

SWOT (Strong-Weakness-Opportunity-Threats) analysis was employed in this research to model at identifying the strengths and weakness of an organization as well as the opportunities and threats in Kaskus environment [15]. It is based on the qualitative analysis. SWOT analysis can be calculated by giving value score in every strategic factors. Score 1 represent important factor and score 0 represent unimportant factor. The score are written in coloumn 2 and total of score should be 1. Next coloumn is filled in by rating score. The range of rating score is 1 until 10. Rating score 1 is lower and 10 is very strong. It can determine by knowing about the competitor threat or other factors. After determine value score and rating score, both of them should be multiplied. Then, SWOT analysis can be specified [16]. By identifying its SWOT, the organization can build strategies related its strengths, eliminate the weakness, exploit the opportunities or counter its threats. Then, the organizations can determine internal and external factors may affect the organization's future and can be used as a based to determine Human Resource Strategic in recruitment of employees [17]. In this research, researchers are explain about recruitment strategic in Kaskus. It is aims to get employee with potential knowledge and skill.

Kaskus is not only giving service as a marketplace, but also giving information such as news. In this research, researchers tried to create development about Kaskus. Their idea are about giving tourism feature inside Kaskus. In the tourism fitur, there are any information provide it (e.g. tourism location, accomodation, tourism package, tourist guide, etc). As a new service, tourism feature should be analysis by PESTLE (Politic, Economics, Social, Technology, Legal, and Environment) analysis. PESTLE analysis can be use when launching a new product or service. It is a technique for analyzing organization environment [18].

3. Discussion and Result

3.1 SWOT Analysis

According to SWOT analysis from previous research and study literature, there are consists Strength, Weakness, Opportunities, and Threats about Kaskus:

Strength

1. Kaskus already have a branding as one of big community in Indonesia [19].
2. Kaskus provide supported and comfortable in workstation and environment [19].
3. Informal working system is making good situation to finish their job [14].
4. Kaskus has comfortable and supported work environment [14].
5. Kaskus has a large network [14].
6. There is an evaluation for work goals periodically [14].

Weakness

1. Kaskus doesn't have power to workers [14].
2. Both resign and do another jobs already been by Kaskus's employment [14].
3. The employments are under standard [14].
4. There is no innovation yet between others e-commerce
5. Kaskus's server is growth slowly [14].
6. There is minim in innovation and creativity [14].
7. There is no power to profesional jobs [14].

Opportunities

1. There are potential society (student college) can be use an alternative experts [20].
2. There are many colleges provide skill and knowledge learning to increase new developers [21].
3. Enhancement in total of students college graduation on certain major [21].
4. Supported by technology development [14].
5. Society view about tourism page in Kaskus [14].
6. Govenrment support economic growth by e-commerce and tourism sector [22].

Threats

1. The others e-commerce competitors [23].
2. Popularity and branding in digital company threatening experts in Kaskus [24].
3. Total of visitors who comes to Kaskus then switch to others e-commerce [25].
4. The others e-commerce had been emulate Kaskus's fiture [26].
5. There are foreign company stand in Indonesia make market competitor in Indonesia [27].
6. There is no preventive government rule to protect domestic e-commerce [28].

After Kaskus's SWOT analysis, then analysis in internal and external factors. An expected output is about Kaskus condition on the next era or situation. It can be determine by strategy which adopted in modern era. The first step is analysis by IFAS and EFAS matrix. Then, by its matrix can determine result of Kaskus solution.

SO STRATEGY

1. Kaskus branding can be use to invite freshgraduates for joining their carrier in Kaskus
2. Improvement on work facility to support potential new developers
3. Improvement on server capacity and supported instrument by generating an efficient technology. Its support in innovation and invention product and service.
4. Improvement potential developers by using freshgrautes make cooperation with instantion and also government.
5. By large network in Kaskus, it can explore more tourist and selling traditional product.

ST STRATEGY

1. Both quality and periodically evaluation maintenance to anticipate the others e-commerce competitor
2. Safe comfortable work environment and support creativity to keep experts potential stay in Kaskus
3. Making government relation to create a regulation for keeping domestic e-commerce
4. Change the outlook of experts employment to be potential employment for anticipating workers not move on others instention
5. Discussion forum should be use and utilize to answer about service and product innovation

WO STRATEGY

1. Support potential people by giving facilities in Kaskus to minimize and anticipate employment moved on others instention
2. Improvement and update about Kaskus technology for supporting inovation and service
3. Take advantage of freshgraduates creativity to make innovation in Kaskus.
4. Utilize the tourist sector in Kaskus to increase users and e-commerce activity in Kaskus

WT STRATEGY

1. Improvement Kaskus branding in general to be a winner of others competitors.
2. Giving all employment needs to prevent about moved on another jobs or company
3. Improvement employment competence and potential people for supporting an innovation

After determine IFAS and EFAS factors, then calculated to them to get influence factors. In this paper, researcher get the data about Kaskus by two type respondents and they are expert and public society who used Kaskus. There is an calculation of IFAS and EFAS:

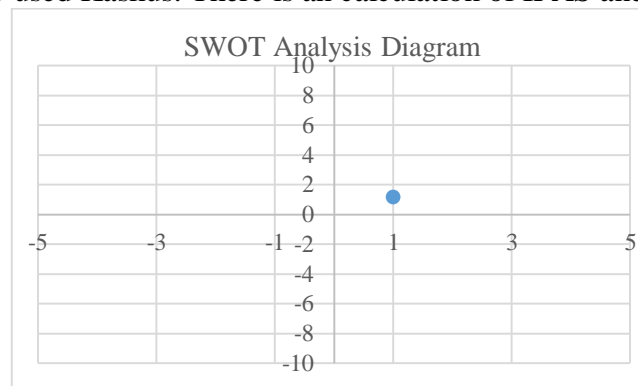


Figure 1. SWOT Analysis Diagram

According to IFAS and EFAS calculation, the result is shown at the first quadran. It means quadran one is supported strategy, expansion in internal and external factors. To know more calculation, it shown in appendix of paper.

Internal problem of Kaskus is about the lack of human resources that is the lack of developers in Kaskus, thereby it can inhibiting the development of kaskus. SWOT analysis is use to solve Kaskus problems, because this analysis will provide strategy planning to help Kaskus identify their Strengths, Weaknesses, Opportunities, and Thread.

According to SWOT analysis, it can be concluded that proper recruitment is university student. It's mean fresh graduate. Because fresh graduate is potential workers and company only low expending than professional workers. The meaning of potential workers is fresh graduate have desire to learn, curiosity and innovative, so Kaskus only give training and workshop. This training is expected to provide missing experience and knowledge between the college transition period and the kaskus company.

In the next year, Kaskus must develop by student in university, its mean Kaskus will give a few case for the final semester students. If they can solve it, they will give a chance to work in Kaskus after complete the study. It's method can prepare student for face big problem in Kaskus and see innovate them. To keep the quality of the potential young developers, it is necessary for give training periodically.

3.2 PESTLE Analysis

Kaskus is a social e-commerce forum which divide into two categories. There are trading forum and discussion forum. First study is discuss about discussion forum. In the Kaskus, discussion forum is called "thread". Every person can discuss about many topics which related in topic discussion. Thread is improve as a freedom platform to speak and think to all Kaskusers. It's been put on every Kaskus major page. People can express ideas, perceptions, and opinions about everything inside Kaskus. In other side, sometimes there are negative thread could make discussion forum bad to visit. Views of Kaskus become decrease and caused by negative thread. So, how to solve kaskus's problem. It can be solve by using Human Computer Interactions. At the Human Computer Interactions, things have to attention are usability, effectiveness as quality, and efficiency. The first study is usability for satisfaction. At the Kaskus's thread, there are lot off thread not to support the topics content (e.g. mantap, luar biasa, wow, etc.). In the other side, satisfaction is influenced by preferred working style and the aesthetics of the service. By bad thread content, it could be as a laziness people to visit its content. People feel lot of conversation in thread that not useful for visitors. The second study is effectiveness as quality. An effectiveness can be shown at the designing technology to support the contents [29]. By Kaskus's thread, it is less effective. It cause by unbuilt conversations. The un-effective can make situation being not better. Visitors are confused to determine between a good product and a bad product that Kaskuser offer it. Sometimes, visitors could be moved on other marketplace (as competitors of Kaskus). The third study is efficiency. It is correlated by time, effort, and cost. Visitors feel waste the times to read unbuilt conversations in thread. It means, the threads are bad, sometimes giving un-support comment. Therefore, Kaskus should have make a differentiation in thread policy. It is not remove thread content, but just eliminate the un-support thread. By technology of knowledge, the un-support thread should be hidden. So, visitors are only read a good thread which support of topics. If visitors want to know the other comment (un-support thread), it will provide by "next comment" tools which can click at one times. After clicking tool, all comments in the thread can be read by visitors.

Kaskus is not only a social e-commerce, but also bring together all seller to create their own market. It is called as a marketplace. There are lot of contents about marketplace such as fashion product, electronics product, uniques product, etc. Those product inside Kaskus have competitors in the other marketplace. To keep Kaskus as a social e-commerce, Kaskus need develop their contents. In this research, researcher suggest for adding new content (e.g. tourism page). An alternative to increase visitors in Kaskus, researcher suggest about tourism page inside it. At the tourism page, researcher suggest to maintenance in tour accomodation and tourism ticket that has been provide in Kaskus (it is shown at fig.2 and fig.3). The differentiation between them is Kaskus should have cooperation with tourism organization around Indonesia. Hence, to give

information about tourism is from tourism provider. Tourism page should be consists information, tour package (transportation and accomodation), tour guide, and tour ticket. All packet should be calculated in one times.

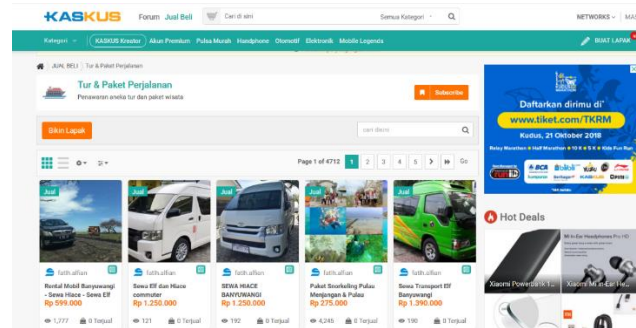


Figure 2. Tour Transportation and Accomodation Menu

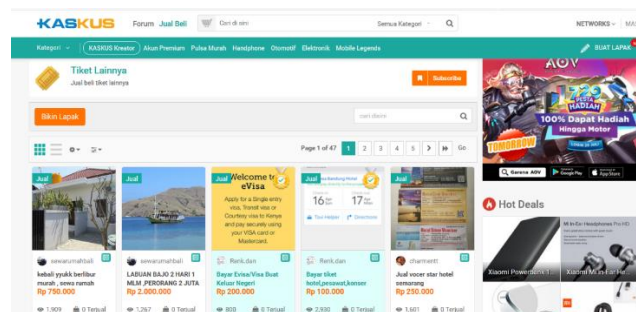


Figure 3. Tour Ticket

A based for suggesting tourism page are keep attention in other subject such as population growth in Indonesia 2018, GDP in Indonesia (2010-2017), and total of tourism location. By statistic data, there are 67.6% productive aged in Indonesia or about 179,13 million live [30]. The more population in productive age, the more people interest for make tourism. In other side, GDP in Indonesia is influence people who will get tourism. By world bank data, in 2017 GDP in Indonesia is 3,92 % increased form previous year that only 3,84% (it is shown in Fig.4).



Figure 4. GDP in Indonesia 2010-2017

Source: [31]

Table 1. PESTLE Analysis

PESTLE	External
Politic	<ul style="list-style-type: none"> • Kaskus should make new regulation to anticipate tourist sector by adjust government rule.
Economic	<ul style="list-style-type: none"> • Kaskus should attention in exchange rate-pounds. • Kaskus should provide own guarantee of service to keep safe in making transactions between users and employees.
Social	<ul style="list-style-type: none"> • Kaskus should make requirement from graduates college student who have a potential skill. • To increase total visitors, Kaskus should make a good interface of their website.
Technonologies	<ul style="list-style-type: none"> • Technologies inovation continous to drive success, engage customers in online • Making e-payment or mobile payment. • E-commerce continous to grow
Legal	<ul style="list-style-type: none"> • New regulation about Kaskus resource requirement.
Environment	<ul style="list-style-type: none"> • Kaskus should create large transaction. • Kaskus should build marketing strategy to defend their e-commerce beside others foreign e-commerce in Indonesia.

By PESTLE analysis, it can concluded that tourism page is better to add in. Because, it make easy people to get information, souvenirs, accomodation, and tourism package. Beside a new policy, tourism page can increase visitors and advertisement in Kaskus. Then, Kaskus could be famous as a social e-commerce in society.

4. Conclusion

To need for programmers need to be addressed as a long-term problem that must be resolved properly. By utilize the potential of fresh graduates will be the best solution when compared to hiring developers programmers in now. It is cause by company's limitations and future of kaskus. Younger developers will have more creative power when trained well. Therefore, recruiting potential programmers from among students with the concept of tiered recruitment, scholarship, and training to be the right choice of kaskus to solve human resources problem kaskus in the future.

5. Research Direction

The finding of study could be used as a basis for Kaskus to set up policy toward implementation results by SWOT and PESTLE analysis. Freshgraduates are necessary to complete human resource in Kaskus as potential empolyement. It can be utilized to create innovation and creativity within Kaskus. In other side, Tourism page should be implemented because it can improve Kaskus's benefit and total visitors in tourism spot. This study could give an implicit recommendation to create innovation inside e-commerce. Further study should giving results about Kaskus development. SWOT and PESTLE analysis could be a basis for next study. It is also combine by others methods which influence in e-commerce. The next study, researcher should be

analysis Kaskus development by using regression methods. Resercher should be determine each variable that influence about Kaskus development. In other side, by SWOT analysis should be performed for next study using IPA (Importance Performance Analysis)

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