

Quantitative Strategic Planning Matrix Analysis On The Implementation Of Second Screen Technology

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Abstract— A massive technological development requires the company to make strategic changes to compete to survive. In order for companies to survive we need a competitive business advantage to increase Performance Excellence. Similarly, for the PT. Visi Media Asia with its business unit in the field of television, tvOne. In determining and implementing a strategy to compete need to do some analysis. The analytical tool that used in this thesis is IE matrix, SWOT, and QSPM analysis. The internal factor analysis produce the main strength of this company is the company products are loved by people with a score of 0,61. While the company has a major weakness, namely the distribution of technology products is left behind with a score of 0,63. The Merger of internal factors on the company generated an average score of 2,90. External factor analysis (EFAS) generate major opportunities that can be utilized by the company is the development of technology of rapid product distribution with a score of 0,72. While the company's main threat gained from research that people are beginning to switch to digital media than conventional television viewing with a score of 0,63. Merging these two external factors in PT. Visi Media Asia result the average score of 3,12. Based on the SWOT matrix, produced five strategies that can be done by PT. Visi Media Asia on the TV business, tvOne. QSPM processing results is produce the most interesting strategies to be used as a competitive strategy by companies that make technological breakthroughs that can bridging between digital and analog media with TAS value of 7,07.

Keywords— *Competitive Strategy, Marketing Strategy, IE Matrix, SWOT, QSPM, Second Screen.*

I. INTRODUCTION

Television is a medium of information and one way telecommunication since its commercialized in 1920s. Television broadcasting radio waves translated from 54-890 MHz in the form of moving pictures and sound. In line with the times, beginning in the 1980s television can translate digital wave that a wave through the intermediary of electricity supplied by the device such as VCD, DVD, Blu-Ray, etc. Starting in the 2000s a lot of television broadcasting using digital signals by subscribing to a particular provider.

Since this era of digitalization in 2010, the television did not want to miss time, television manufacturers are competing to make smart tv which the audience can interact

with the television (hardware) respectively. Application of the operating system on the television is a smart step manufacturer that television can interact with users, ranging from surfing the Internet, reading gesture user's body, to record the spectacle, take photos, play games, and integrated with other devices such as mobile phones, watches, computers, or smart television other.

But unfortunately, smart television is still not smart enough because it still provides one-way communication, even when connected to the internet, it is because TV broadcasters do not support it. And because of the facilities to make two-way communication is not enough.

Some ways that have been implemented such as a quiz show that using a phone line to communicate with the audience, it is still considered insufficient because only a few viewers who can be contacted, then start in the 2000s, there was an audition of music where the jury is the audience itself by vote the contestants through SMS to the organizers. It is preferred by audience because it can distribute their aspirations to the organizer. Then developed further by making the official account on social media where the audience can communicate as if speaking to a broadcaster, in this way until the time of this thesis, it is very popular.

The development of Internet increasingly attracts the attention of Indonesian people, especially teenagers, they are very close to the device / gadget. As online survey ever undertaken by the Culture Crowd DNA Experts in Indonesia in 2014. A survey of 11,000 students and adolescents aged 13-24 years among the 13 markets find it surprising. In these findings, very significant Indonesian teenagers consume more digital media than other teens in the world. As a result, 69% said they would prefer to ignore the TV than their mobile phone, compared with the global average at 60%. In fact, when they're watching TV, 81% said they always or often using mobile devices when the television is on, compared with a global average of 79%.

Furthermore, the Indonesian people in general spend 181 minutes per day using mobile phones. It is longer than watching TV that only about 132 minutes. In addition, 53% of

respondents said they use their phones to pass the time during commercials are being aired on TV and 40% use mobile phones to stay connected on social media such as Facebook, Path, Twitter, etc. that are not related to what is on TV.

With the second screen technology is expected to screen more interactive spectators to what is being watched and get more information on shows that they are watched, such as watching the previous episode, find out next episode trailers, get behind the scenes information, and so forth. Advertisers are also not hesitate to offer their products because it can target the product information right on target.

II. LITERATURE REVIEW

Competitive strategy is about being different. This is a deliberate choosing different positions and organize activities that allow you to give a unique value. According to F Rangkuti (2004, p.3), the strategy is a means to an end, while according to Hamel and Prahalad (1995, p.4). Strategi is the action that is incremental (increasing) and continuous and is based on the standpoint of what is expected by the pelanggal future. According to Richard L Daft (2010, p.249) explicitly defines strategy is an action plan that explains about the allocation of resources as well as a variety of activities to deal with the environment, gain a competitive advantage and achieve corporate objectives.

Competitive advantage is what distinguishes one company from another company and give hallmark for the company to meet the needs of the consumer market. Television is a broadcast catcher tool display, in the form of audio-visual and video broadcasting it in broadcasting. The term comes from the Greek tele (distant) and vision (see), so it literally means "look away", because the viewer is away from the TV studio. (Ilham Z 2010: 255).

Meanwhile, according to Adi Badjuri (2010: 39) Television is a media viewing audience once media (audio-visual), which is where people are not just looking at a picture televised, but at the same time hear and digest the narrative of the picture. Based on the description above, it can be concluded that television is one of the electronic mass media to broadcast its broadcast in the form of images or video as well as voice function is to provide information and entertainment to a broad audience.



Fig 1. Second Screen App. when used in watching football broadcast

In the second oxford dictionary screen is a device used while watching television, especially for accessing additional content. Second Screen is the second electronic device used by users to connect into the main screen. The second screen is often used is a smartphone or a tablet, where the special supplementary application allows users to berinteraksi the main screen. Second screen can also be called the Companion screen

III. METHOD

Research on Competitive Analysis Business Strategy at PT Visi Media Asia if the terms of his approach can be classified as qualitative research. Qualitative research is research that has been limited research goals, but with limitations were revealed as much data about the target of the study (Bungin, 2001: 29). According to their explanations level, this research categorized as a descriptive study. According to Marzuki (2001: 8) states that descriptive research is research done by describing the state of the object or problem and is not intended to take or draw conclusions that are generally applicable. There are six steps required to develop this matrix in QSPM Analysis, they are:

Step 1: Registering a key factor of the strength or weakness of internal and external opportunities or threats in the left column of the matrix. Step 2: Give weight to any external and internal factors. Thickness same as those used in the matrix IFAS and EFAS. Step 3: Checking the second phase (mapping) and identify alternative strategies that can be considered the company to be implemented. Step 4: Setting a value that indicates the appeal of the relative attractiveness of each alternative strategy in a particular cell. Rated appeal are: 1 = not attractive, 2 = somewhat attractive, 3 = quite interesting, 4 = very interesting. Step 5: Calculate the total value of the appeal by multiplying the weight to the value of the appeal. Step 6: Calculating the amount of the total value of the appeal, this amount reveals a strategy which is most interesting in any strategy. The higher the value, the more shows the strategy is attractive and vice versa.

Second Screen Strategy: The strategy centers on the use of smartphones owned by television viewers to expand the

reach of the content of television services so that providers can interact in real time to the audience. Some application on some tv shows, such as: a.Sport Event, b.Drama, c. Game Show, d. Citizen Journalism and e. General Program.

IV. RESULTS AND DISCUSSION

Based on the results of questionnaires that have been filled by the VIVA can be seen that there are some internal factors are the weaknesses and strengths as well as external factors are the opportunities and threats in the VIVA group, especially on the business unit tvOne (Table 1).

Table 1. Company's SWOT Mapping

Internal Factors	External Factors
STRENGTHS - It has a workforce with a good level of education - Having advanced technology - Products favored people - Experience in television media business is quite mature	OPPORTUNITIES - Having lots of partner companies - The development of rapid content distribution technology - Public needs against news higher.
WEAKNESSES - Too many employee - The geographical location of the manufacturer of less productive workers - Distribution technology left behind - Lack of exclusive product	THREATS - Increased competition similar businesses. - Government regulations uncooperative. - People are starting to switch to digital media than watching television.

IFAS (Internal Factors Analysis Summary) matrix, this matrix is based on the identification of the company's internal environmental conditions such as the strengths and weaknesses that are owned by Viva.

EFAS (External Factors Analysis Summary) Matrix is used to determine how much influence from external factors facing the company. EFAS matrix is based on the identification of the external environment such as the opportunities and threats facing the company.

SWOT matrix are concrete steps that should be performed by the company based on the development of IE matrix. Various alternative strategies can be formulated based on the model of SWOT matrix analysis. The main strategies that can be advised there are four kinds, namely: strategy SO, ST, WO and WT. This analysis uses data have been obtained from the matrix of IFAS and EFAS before.

QSPM analysis is the stage of the analysis determining the most competitive strategies of alternatives to the current strategy (Table 2). To simplify the selection of respondents

made the strategy of the 10 strategies that have defined the SWOT matrix will be narrowed down to five options strategies: 1.Empowers partner companies in order to increase the activity or can be absorb labor. 2.Improve and expand product distribution by leveraging existing technology and partner relations firm. 3.Creating a technological breakthrough that bridges between the digital and analog media. 4. Incollaboration with government agencies to produce exclusive content. 5.Empowers partner companies to help improve content distribution technology.

Tabel 2. Strategy Ordered by QSPM Analysis

Rank	Strategy	TAS
1	Creating a technological breakthrough that bridges between the digital and analog media.	7.07
2	Improve and expand product distribution by leveraging existing technology and partner relations firm.	7.03
3	Empowers partner companies to help improve content distribution technology.	6.78
4	In collaboration with government agencies to produce exclusive content.	4.59
5	Empowers partner companies in order to increase the activity or can be absorb labor.	3.97

Based on the results of discussions between the management of PT. Visi Media Asia in cooperation with the vendor PT. XYZ in realizing its strategy, then the application is built tvOne Connect. This application will be a second screen when the audience is or is not watching the tvOne program.

Based on Table 2, the average yield was 0.541 communalities. This value is further multiplied by R2 and rooted. Calculation shows that the value of 0.493 GoF more than 0.36 so that the GoF categorized as large, suggesting that the model is very good (has a high ability) in explaining the empirical data.

The following are the features that are provided tvOne Connect:

a.Quiz

This feature allows the viewer tvOne to answer quiz on current events. Each time answering the quiz correctly, then the audience will get a reward in the form of points. Quizzes may include multiple choice questions, and stuffing.

b.Poll

This feature allows tvOne to get the audience to give a voice to answer audience questions. Every spectator who answered or to vote will get a reward in the form of points.

c.Survey

This feature allows tvOne to provide the questions in accordance with the contents of ongoing events to get reciprocal (feedback) from the audience. This feature may be a reference to research firm to further improve its quality. Every spectator who answers the survey will receive rewards in the form of points.

d.Live Streaming

This feature allows the viewer to watch tvOne without using a television device, simply by using the app, viewers can enjoy live broadcasts tvOne. And backed by a live chat feature that allows spectators tvOne at the time that can communicate with each other.

e.Video on demand

This feature is a video storage of events tvOne who have been or who are not broadcast OnAir. tvOne connect users can utilize this feature to watch back an interesting event or when the user wants to find an event not to be missed on television.

The performances of Second Screen App Prototypes are shown as Fig 2. Splash Screen, Fig 3. Main Screen, Fig 4. Video on demand list screen tvOne Connect, Fig 5. Video on Demand Screen tvOne Connect, Fig 6. Quiz Screen tvOne Connect, and Fig 7. Login and Register Screen tvOne Connect.



Fig 2. Splash Screen

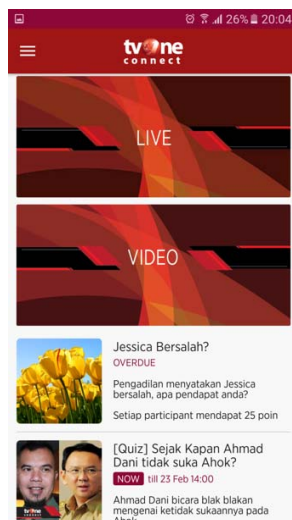


Fig 3. Main Screen



Fig 4. Video on demand list screen tvOne Connect

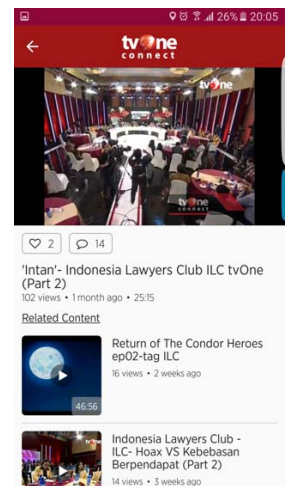


Fig 5. Video on Demand Screen tvOne Connect



Fig 6. Quiz Screen tvOne Connect

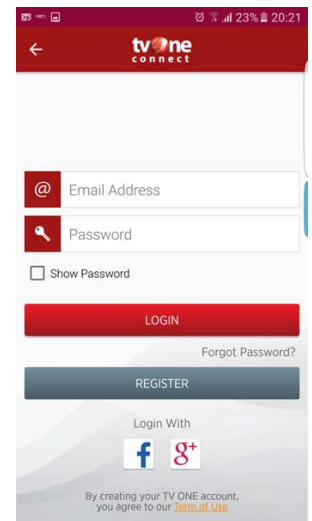


Fig 7. Login and Register Screen tvOne Connect

V. CONCLUSIONS

1. The results of the analysis of internal and external matrix (matrix IE) showed that the position of tvOne business unit at PT.VISI Media Asia is in cell 2, namely Growth and Build strategy. This result is determined based on the average score of 2.90 on a matrix IFAS and EFAS of 3.12.

2. QSPM analysis results showed that the most competitive strategies to do PT. Visi Media Asia is making a technological breakthrough that bridges between the digital and analog media with the total value amounting to 7.07 Attractiveness Score.

3. Based on the strategy with the greatest TAS value, then the implementation of the second screen technology can be used as a bridge between the analog digital media.

4. Implementation Of Second Screen Technology using Quantitative Strategic Planning Matrix Analysis can be utilised.

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