

The Struggle of Hybrid Entrepreneur in The New Normal Era

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ABSTRACT

This study aims to know and analyze about Hybrid Entrepreneur and the strategy of Hybrid Entrepreneur in the New Normal Era. The research setting is the physical environment with a qualitative approach. Key Informant is a Hybrid Entrepreneur determined by Purposive Sampling technique. Data collection was done by interviews, observations and documentation. The data source is from sources that can be used as a Hybrid Entrepreneur model and process by using Strategy Management approach with technical analysis of strategy formulation is based on a three-stage framework of strategy formulation with analysis tools Internal Factor Evaluation Matrix, External Factor Evaluation Matrix, Strengths-Weakness-Opportunities-Threats Matrix and the Quantitative Strategic Planning Matrix. The conclusion are to become a Hybrid Entrepreneur should be based on expertise, while also having the ability to take opportunities and the courage in making business decisions. Market Penetration Strategy is the most appropriate strategy in facing competition in this New Normal era with the best long-term strategy is Integration Strategy, which is to increase the sales network directly to consumers, then increase control over suppliers for product innovation development, and increase competitiveness among others by acquiring competitors.

Keywords : *Hybrid Entrepreneur; New Normal; SWOT; Strategy; Business*

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menganalisis tentang Hybrid Entrepreneur dan strategi Hybrid Entrepreneur di Era New Normal. Setting penelitian adalah lingkungan fisik (physical site) dengan pendekatan kualitatif. Narasumber merupakan Hybrid Entrepreneur ditentukan dengan teknik Purposive Sampling. Pengumpulan data dilakukan dengan cara wawancara, observasi dan dokumentasi. Data penelitian bersumber dari model Hybrid Entrepreneur dengan pengolahan data menggunakan pendekatan Manajemen Strategi dengan teknis analisis formulasi strategi didasarkan pada kerangka kerja tiga tahap formulasi strategi dengan alat bantu analisis Matriks Internal Factor Evaluation, Matriks External Factor Evaluation, Matriks Strengths-Weakness-Opportunities-Threats dan Matriks Quantitative Strategic Planning Matrix. Kesimpulan penelitian mendapatkan untuk menjadi seorang Hybrid Entrepreneur harus dilandasi dengan keahlian dalam bidang yang hendak dijalani, sekaligus juga memiliki kemampuan untuk menangkap peluang dan keberanian dalam mengambil keputusan bisnis. Strategi Penetrasi Pasar merupakan strategi yang paling tepat dalam menghadapi persaingan di era New Normal ini dengan Strategi jangka panjang yang terbaik adalah Strategi Integrasi, yaitu dengan meningkatkan jejaring penjualan langsung kepada konsumen, kemudian meningkatkan kendali atas pemasok untuk pengembangan inovasi produk, dan meningkatkan daya saing diantaranya dengan pengambilalihan atau mengakuisisi pesaing.

Kata kunci : *Hybrid Entrepreneur; New Normal; IFE; EFE; SWOT; QSP*

INTRODUCTION

Changes in social and economic conditions in the New Normal era forced most of the workforce to adjust (Sparrow, et.al., 2020; Darma and Noviana, 2020; Priskila and Darma, 2020; Shavitri and Darma, 2020; Sudiwedani and Darma, 2020; Handayani and Darma, 2021; Yong and Darma, 2020). Changes in the way of thinking are the main key to a person's success in maintaining self-existence. In addition, seeing the change itself as a new challenge to have various golden opportunities (Ledriyono, 2021; Swari and Darma, 2019; Wahyuni and Darma, 2019; Maharani and Darma, 2018; Kusuma and Darma, 2020; Ferdiana dan Darma, 2019; Permanasari dan Darma, 2013; Darma, 2012; Darma, 2004; Arsriani and Darma, 2013; Dewi and Darma, 2018). According to Buheji (2020), it is said that the New Normal is a broad consequence of changes in the modern world (such as climate change, migration, war, poverty, hunger), apart from the effects of technological developments. New Normal is the result of all changes in behavior and habits carried out during the Covid-19 pandemic which has changed people's lifestyles (Wardana et. al., 2021; Wardana and Darma, 2020; Wulandari and Darma, 2020; Murti and Darma, 2021). New Normal is an adjustment to the order of social behavior that has never existed before as an effort to stay productive and avoid the transmission of Covid-19 during the pandemic (Wijaya, 2021; Karniawati and Darma, 2021; Agung and Darma, 2019).

Hybrid Entrepreneurship is defined as an individual who engages in entrepreneurial activity and at the same time has a primary job that has a wage (Folta et.al., 2010; Krismajayanti and Darma, 2020). The fact that Indonesia's economic condition is in the shadow of a recession due to the uncertainty of economic growth due to the COVID-19 pandemic still has the potential to reduce and reduce employment opportunities for the majority of the workforce in Indonesia (Saturwa, et.al., 2021; Darma et al., 2019; Rivaldo et al., 2021; Darmayanti and Darma, 2020; Wulandari and Darma, 2020). This condition makes Hybrid Entrepreneurs can be used as an alternative solution in overcoming these potential problems. Based on this definition, Hybrid entrepreneur can be interpreted as a new way to get additional income or economic improvement that someone wants is a process where an entrepreneur builds his business gradually while still having a paid job (Marshall, et.al., 2020). That way individuals can test the entrepreneurial stage and gain knowledge and experience during starting to learn about business potential and individuals who have entrepreneurial characteristics and skills (Pollack, et.al., 2019; Umami and Darma, 2021; Dewi and Darma, 2019; Kusnadi and Darma, 2018; Handika and Darma, 2018; Wandari and Darma, 2021; Darma, 2005; Darma, 2005; Hendhana and Darma, 2017; Saefulloh and

Darma, 2014; Darma, 2005).

The implementation of large-scale social restrictions with various controls on community social and economic activities which is a solution in preventing the expansion of the spread of COVID-19 in Indonesia must be accompanied by solutions for workers who are potentially affected by this policy (Poliyando and Kartiwi, 2021). Given the impact of the COVID-19 Pandemic, this research will focus on the strategy of becoming a Hybrid Entrepreneur in the New Normal era. The focus of this research is considered as an alternative to workers and a means to earn additional income or income in meeting the needs of life and improving the economy. Entrepreneurship will be the best way to solve the poverty and unemployment problem (Dalimunthe, et.al., 2021).

This study aims to know and analyze about Hybrid Entrepreneurs where little is known about how to enter Hybrid entrepreneurs in starting their business (Xi et.al, 2017). The findings of Reema Bhagat (2019) in his research state that people with higher innovation have a higher tendency to take risks and therefore in general they choose the path of Entrepreneurship. This research also wants to know and analyze the best strategy for Hybrid Entrepreneurs in the New Normal Era, which according to the results of research by Ferreira et.al. (2019) stated that one of the strategies for successful Hybrid Entrepreneurs is to build a brand which implicitly provides some examples of best practices for building a loyal customer base as well as marketing problems that will be encountered when an entrepreneur grows their business.

RESEARCH METHODOLOGY

The research setting is the physical environment with a qualitative approach. This research was conducted at Istana Timber, which is owned by a resource person who is a Hybrid Entrepreneur and located at Gatot Subroto Barat Streer, Number 333, Pemecutan Kaja, North of Denpasar District, Denpasar City, Bali, which is the main location where research sources run their business and is a place where the process of making strategic decisions related to the running of the company's business is carried out. The time of the study was carried out from June to July 2020.

The data of this research is sourced from Mr. I Made Soka Guinastra as a interviewess in research that can be used as a Hybrid Entrepreneur model which is considered to be able to seize opportunities and implement business strategies that can survive in the New Normal era. What is determined by the purposive sampling technique is based on the purpose because the person concerned has data or information related to the research being carried out. Data

was collected by means of interviews, observation, and documentation.

Data processing method uses a Strategic Management approach with technical analysis of strategy formulation based on a three-stage strategy formulation framework consisting of an input stage. Matching stage (matching stage) and decision stage (decision stage), with analysis tools Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, Strengths-Weakness-Opportunities-Threats (SWOT) Matrix, and Quantitative Strategic Planning Matrix Matrix (QSPM).

RESULTS AND DISCUSSION

The owner of Istana Timber opened a furniture business while still working as an employee in a company. The opening of the Furniture business was motivated by the expertise that was previously passed down from generation to generation from the family. According to Darma (2018), an entrepreneur must have knowledge and skills in the field of management and know in detail the business he will be involved in and what is no less important is to have high creativity and innovation. Furthermore, Hendro and Chandra (2006) explained that entrepreneurship is the ability to manage something that exists within to be utilized and improved so that it is more optimal, including the ability to see opportunities and make critical decisions to improve the standard of living.

This result is supported by the research of Widya Hadi (2015) who in his research on the factors related to the formation of Entrepreneurial Intentions, especially young people to become entrepreneurs, found that one of the factors that have a significant positive influence is the relationship between individual skill attitude towards entrepreneurial behavior. Then, research from Mahmud & Ariati (2011), one of the results stated that entrepreneurial orientation has a positive and significant influence on business strategy, management ability has a positive and significant influence on business performance. Sufficient management ability will determine the success of business performance (Tay, 2019).

The owner of Istana Timber to started a furniture business is based on confidence in his ability to make furniture products and his ability to see opportunities and the courage to make decisions to do business. This is referred to as a Hybrid Entrepreneur, as stated by Folta et.al. (2010), who define a Hybrid Entrepreneur as an individual who engages in entrepreneurial activity and at the same time has a primary job that has a wage". Thus, it can be concluded that in deciding to become a Hybrid Entrepreneur, it must be based on expertise in the field to be pursued, as well as having the ability to seize opportunities and courage in making business decisions.

Step I : Strategy Planning

Internal Environmental Analysis

IFE matrix of Istana Timber produces a weighted score calculation for its internal factors. The results of the calculation of the IFE Matrix get a weighted score with the highest score being on the Quality factor, which is 0.44, while the lowest weighted score is on the Website Access, Marketing Techniques, and Promotions factor with a weighted score of 0.08 each. The total weighted score for all Internal Factors at Istana Timber gets a score of 2.58. Based on the results of this weighted score calculation, it can be said that Istana Timber has a strong internal position. Based on the results of the weighted score matrix of the key internal factors, it can be concluded that quality along with brand, service, quality, product durability, production capability, and business location, is a key internal strength factor in the Istana Timber's business. While the factors of web access, product durability, and promotion are the key weakness factors of Istana Timber.

External Environmental Analysis

EFE Matrix of Istana Timber produces a weighted score calculation for its external factors. The results of the calculation of the EFE Matrix get a weighted score with the highest value being on the Consumer Taste, Quality, and Consumer Loyalty factors, each of which is 0.48, while the lowest weighted score is on the Counterfeit Product factor with a weighted score of 0.03. The total weighted score for all External Factors at Istana Timber is 2.76. Based on the results of this weighted score calculation, it can be said that Istana Timber has a moderate response to its business opportunities and threats. It can be concluded that the production cost factor, which is followed by the competitor factor and economic condition factor and then the raw material factor and imitation product, becomes a threat to the key external factors in Istana Timber's business.

Step II : Strategy Matching

The results of the calculation of the weighted score of Internal Factor Evaluation (IFE) show a total score of 2.58, then the results of the calculation of the weighted score of External Factor Evaluation in Table 4.2 show a total weighted score of 2.76.

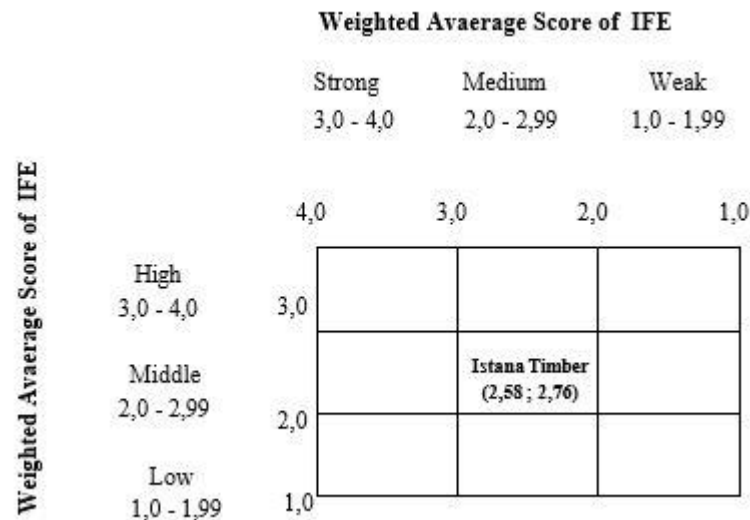


Figure 1. Internal and External Matrix Factors of Istana Timber

Source: Primary Data Analysis by Researchers (2020)

Figure 1 shows the coordinate position of the calculation results of Internal and external factors at the Istana Timber which is described in the form of an Internal External Matrix in

Cell V (fifth), with the category of medium strength, both internally and externally.
SWOT Analysis

The SWOT analysis of the Istana Timber is used to evaluate the strengths, weaknesses, opportunities, and threats in its business, involves determining the specific objectives of Istana Timber and identifying its internal and external factors.

Table 1. Weighted Score of Internal Factor Evaluation of Istana Timber

Code	Key of Internal Factors	Score	Ranking	Weighted Score
Strengths (S)				
S1	Brand	0.08	4	0.33
S2	Service	0.11	3	0.33
S3	Quality	0.11	4	0.44
S4	Product Durability	0.08	3	0.25
S5	Production Capability	0.08	4	0.33
S6	Business Location	0.08	3	0.25
Total ($\sum S$)				1.94
Weaknesses(W)				
W1	Human Resources	0.11	2	0.22
W2	Business Scale	0.08	2	0.17
W3	Website Access	0.08	1	0.08

W4	Marketing	0.08	1	0.08
W5	Promotion	0.08	1	0.08
Total ($\sum W$)				0.64
Total		1.00		2.58
S-W				1.31

Source: Primary Data Analysis by Researchers (2020)

Table 1 shows the strength factor weighted score - the weakness factor weighted score is $2.22 - 0.64 = 1.31$, and will be used as the coordinates of point X in the IE diagram.

Table 2. Weighted Score of External Factor Evaluation of Istana Timber

Code	Key of External Factors	Score	Ranking	Weighted Score
Opportunities (O)				
O1	Consumer Preferences	0.12	4	0.48
O2	Advanced of Technology	0.06	3	0.18
O3	Purchasing Power	0.12	4	0.48
O4	Loyalty	0.12	4	0.48
O5	Market Prospects	0.12	3	0.36
Total ($\sum O$)				2.00
Threats (T)				
T1	Production Cost	0.12	2	0.24
T2	Competitors	0.09	2	0.18
T3	Imitation Products	0.03	1	0.03
T4	Raw Materials	0.12	1	0.12
T5	Economic Condition	0.09	2	0.18
Total ($\sum T$)				0.76
Total		1.00		2.76
O-T				1.24

Source: Primary Data Analysis by Researchers (2020)

Table 2 shows the results of the calculation of the weighted score for the evaluation of the external factors of Istana Timber with the total weighted score for the opportunity factors (O) amounting to 2.00 and the total weighted score for the threat factors being 0.76. Thus, the opportunity factor weighted score (O) – the threat factor weighted score (T) is $2.00 - 0.76 = 1.24$, and henceforth will be used as the coordinates of point Y in the grand strategy diagram. The following presents the results of the calculation of the weighted score of the Internal and External factors of Istana Timber in the form of a SWOT Matrix :

Table 3. SWOT Analysis Matrix

INTERNAL FACTORS EXTERNAL FACTORS	STRENGTHS (S)	WEAKNESSES (W)
		1. Brand 2. Service 3. Quality 4. Product Durability 5. Production Capability 6. Business Location
OPPORTUNITIES (O)	SO - STRATEGIES	WO - STRATEGIES
1. Consumer Preferences 2. Advanced of Technology 3. Purchasing Power 4. Loyalty 5. Market Prospects	1. Strengthening Brand Image while still paying attention to Consumer Taste by considering consumer's purchasing power 2. Improved service and product quality to foster consumer loyalty 3. Increase product durability by utilizing advances in wood technology to increase market share.	1. Improving the quality of human resources by increasing the ability of employees by the competencies needed to be able to make products that suit consumer tastes and can meet market needs 2. Expanding business reach by utilizing internet technology to expand product marketing 3. Improve Marketing Techniques and use the latest technology to expand marketing reach. 4. Promoting price package innovations while still paying attention to purchasing power and expanding marketing reach in every location that has high market prospects
THREATS (T)	ST - STRATEGIES	WT - STRATEGIES
1. Production Cost 2. Competitors 3. Imitating Product 4. Raw Materials 5. Economic Condition	1. Making creations by using local raw materials to reduce production costs and updating models regularly as an effort to suppress counterfeit products. 2. Reducing production costs by taking into account the decline in economic conditions while still paying attention to quality aspects 3. Improved service and product quality in anticipation of business competitors	1. Making products in the form of Packages/Sets as an effort to reduce distribution and raw material costs 2. Improving the quality of a website that is more attractive and informative as an effort to expand the reach of business at a low cost. 3. Increase promotion to anticipate the invasion of counterfeit products and competitors. 4. Opening of new service and sales locations with due regard to economic conditions

Source: Primary Data Analysis by Researchers (2020)

The Grand Strategy Matrix is based on the results of the calculation of the weighted score of internal and external factors of Istana Timber shown by a diagram below

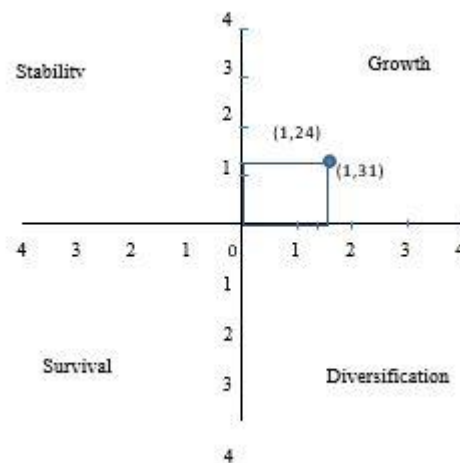


Figure 2. Grand Strategies Diagram

Source: Primary Data Analysis by Researchers (2020)

Figure 2 shows the Grand Strategy diagram based on the weighted score of Istana Timber internal and external factors. The point of intersection of the X-axis (S-W) and the Y-axis (O-T) is in Quadrant I of the Grand Strategy diagram. Companies that are in quadrant 1 of the grand strategy diagram are in the Growth category. The best strategies for the position of Istana Timber in Quadrant I are 1) Market development, 2) Market penetration, 3) Product development, 4) Forward integration, 5) Backward integration, and 6) Horizontal integration.

Furthermore, David (2012) said that companies that are in quadrant 1 of the grand strategy matrix are in a very good strategic position. For all of these companies, constant concentration on current markets (market penetration and market development) and products (product development) is the right strategy. Based on the results of the Grand Strategy Matrix above, it can be concluded that Istana Timber is in Quadrant I of the Grand Strategy Matrix. Thus, the right strategies to use are market development and market penetration strategy.

Step III : Strategic Decision Making

The QSPM matrix is the result of calculating the attractiveness total score of the Internal and external factors of Istana Timber on the Market Penetration strategy. The highest score was achieved for the market penetration strategy, which was 7.10 and the lowest was the Market Development strategy, which was 6.64. Based on the results of the calculation of the QSPM Matrix, the market penetration strategy is the best strategy that must be taken by Istana Timber in running its business.

Table 4. Quantitative Strategic Planning Matrix (QSPM)

FACTORS	SCORE	Market Deveopment		Market Penetration	
		AS	TAS	AS	TAS
STRENGHTS					
Brand	0.08	4	0.33	4	0.33
Service	0.11	4	0.44	3	0.33
Quality	0.11	4	0.44	4	0.44
Product Durability	0.08	3	0.25	4	0.33
Production Capability	0.08	2	0.17	3	0.25
Business Location	0.08	3	0.25	4	0.33
WEAKNESSES					
Human Resources	0.11	3	0.33	3	0.33
Business Scale	0.08	3	0.25	4	0.33
Website Access	0.08	4	0.33	3	0.25
Marketing	0.08	2	0.17	3	0.25
Promotion	0.08	4	0.33	4	0.33
	1.00		3.31		3.53
OPPORTUNITIES					
Consumer Preferences	0.12	4	0.48	4	0.48
Advanced of Technology	0.06	3	0.18	2	0.12
Purchasing Power	0.12	3	0.36	4	0.48
Loyalty	0.12	3	0.36	3	0.36
Market Prospects	0.12	4	0.48	4	0.48
THREATS					
Production Cost	0.12	4	0.48	3	0.36
Competitors	0.09	3	0.27	4	0.36
Imitation Product	0.03	2	0.06	2	0.06
Raw Materials	0.12	3	0.36	4	0.48
Economic Condition	0.09	3	0.27	4	0.36
	1.00		3.33		3.58
Total			6.64		7.10

Source: Primary Data Analysis by Researchers (2020)

Calculation of the total attractiveness score of the internal and external factors of Istana Timber, the highest score was achieved for the market penetration strategy of 7.10 and the lowest was the Market Development strategy, which was 6.64. Based on the results of the

calculation of the QSPM Matrix, the market penetration strategy is the best strategy that must be taken by Istana Timber in running its business. According to David and David (2016), a market penetration strategy is a strategy to find a larger market share for existing products or services through more aggressive marketing efforts. This strategy is widely used and combined with other strategies. Market penetration includes increasing the number of salespeople, increasing advertising expenses, offering extensive sales promotion of items, or increasing publication efforts, while market development strategies are strategies for introducing existing products or services to new geographic areas. This strategy requires the investment strength of a company to introduce products to a new area that has the potential for the company to increase product sales.

Istana Timber is currently classified as an SME. In SMEs, the capital sector is the biggest issue. Expanding product development in other areas takes a lot of money which is a big problem for SME businesses such as Istana Timber, coupled with the New Normal situation which creates limitations in the movement of people in economic activities. Meanwhile, to carry out a market penetration strategy by seeking new market share for existing products is considered more suitable and easier to do. The problem of increasing advertising costs or product introduction publications can be done at a low cost, by utilizing Internet technology to the fullest. Meanwhile, problems that may arise due to intensive promotions are the production capacity of Istana Timber which still has to be improved to anticipate the increase in sales by adding employees.

Based on the results of the research and the suitability of the theory, it can be concluded that the Market Penetration strategy is the most appropriate strategy to be used by Istana Timber in facing the current competition. The best long-term strategy that can be applied to Istana Timber is the Integration Strategy, namely by increasing the direct sales network to consumers, then increasing control over suppliers for product innovation development, and increasing competitiveness, including by taking over or acquiring smaller competitor shops. to enlarge the scale of Istana Timber's business.

CONCLUSIONS

To become a Hybrid Entrepreneur in the New Normal era, it must be based on expertise in the field to be pursued, as well as having the ability to seize opportunities and courage in making business decisions. Istana Timber is in Quadrant I of the Grand Strategies Matrix. The right strategy to use is the market development strategy and market penetration. Based on the results of the QSPM matrix calculation, the Market Penetration Strategy is the

most appropriate strategy to be used by Istana Timber in facing competition in the New Normal era. The best long-term strategy is the Integration Strategy, namely by increasing the direct sales network to consumers, then increasing control over suppliers for product innovation development, and increasing competitiveness, including by taking over or acquiring smaller competitor shops to enlarge the business scale of Istana Timber.

The use of IFE, EFE, IE, SWOT, Grand Strategy, and QSPM analysis can be utilized by business people of all types of business to determine the most appropriate marketing strategy that can be applied to face competition in economic conditions in this New Normal era. Strengthening capabilities in the Human Resources sector in producing and utilizing technological advances in marketing can be a solution in the New Normal era in increasing company competitiveness in market development and penetration as a step to take full advantage of all existing opportunities. For further researchers, it is recommended to conduct research on effective and efficient market development and penetration techniques for types of small and medium-sized businesses in conditions of economic recession in the New Normal era due to the pandemic of Covid-19.

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