Proposed Business Growth Management Strategy for Jafa Indonesia Juara

Ilham Ramadan Pandu Setia Negara Siregar

Office Administration Education Program, Faculty of Economics and Business, Yogyakarta State University, Indonesia

E-mail: ilhamramadan@uny.ac.id

Received: 21st October 2023
Accepted for publication: 1st November 2023
Published: 25th December 2023

Abstract

Indonesia is a country that has a lower middle income. The Indonesian economy itself is supported by Micro, Small and Medium Enterprises (MSMEs). In 2019, the number of MSMEs in Indonesia reached 99.9% of the established business units in Indonesia. Many companies in Indonesia are trying to upgrade from MSMEs to large companies. One company that is growing and trying to develop is Jafa Indonesia Juara (JAFA) an MSME engaged in the service of making uniform sports (jersey) football that wasestablished in January 2013. JAFA certainly has the desire to continue to increase the scale of the company. The purpose of this research is to provide results in the form of developing recommendations for JAFAto improve growth management in the future. This research uses qualitative research methods with primary and secondary data observation through literature and document studies. The data analysis approach obtained was carried out with the actual situation of the object under study. Based on direct interviews conducted by the researcher with the Director of JAFA, was the beginning of the growth of JAFA in the Covid-19 pandemic era where JAFA's revenue of IDR 130 million. This is JAFA's biggest revenue during 2020. This is a starting point for JAFA to continue to grow. The researcher makes sure to put it in the research limitation. There are two main concerns of data collection: (1) Regarding the top-level management (C-level) and (2) Regarding the growing pains in the organization. This topic describes an important part of the business unit's sustainability so that the researcher can studya business unit seen from the company side of the "growing" phase.

Keywords: Growing, venture, business effectivity, business growth, management

Introduction

Business Issue

Indonesia is a country that has a lower middle income. The Indonesian economy itself is supported by Micro, Small and Medium Enterprises (MSMEs). In 2019, the number of MSMEs in Indonesia reached 99,9% of the established business units in Indonesia (Kemenkop UKM, 2019). Many companies in Indonesia are trying to upgrade from MSMEs to large companies. One company that is growing and tryingto develop is Jafa Indonesia Juara (JAFA).

JAFA is a Micro, Small, and Medium Enterprises (MSMEs) engaged in the service of making uniform sports (jersey) football that was established in January 2013. JAFA has experienced resources for more than 9years in the field of sportswear (especially football uniforms). Moreover, the increase in innovation and technology also become more valuable in the production process in JAFA. This makes several local brandsof football jerseys entrust production work to JAFA. Qualified human resources, neat management, timely work, and the future of technological innovation in the production process is an added value that makes thequality and selling price of JAFA in the middle class compared with the conventional vendors/ convection. Some local brands are handled by the JAFA, such as FAIGK, Man of The Match (MOTM), Aften Sport Indonesia, Javaria, Erbog, Rawna, Damar, and others. Not infrequently some institutions and sporting events entrust their jersey's work at JAFA. JAFA certainly has the desire to continue to increase the scale of the company.

The Covid-19 pandemic is slowly making all humans shift to a new life order (new normal). The Ministry of Industry (*Kementerian Perindustrian*) of Indonesia is working to improve the performance of the sports equipment industry in order to make a significant contribution to the national economy. Moreover, in the midst of the Covid-19 pandemic conditions, many people have started to actively exerciseto maintain their health. This condition is an opportunity for the sports equipment industry to spur productivity in order to meet market needs (Kemenperin, 2020).

In an effort to increase the competitiveness of the domestic sports equipment industry, the Ministry of Industry (*Kementerian Perindustrian*) of Indonesia is now focusing on strengthening the manufacturing structure by strengthening local brands. The sports equipment industry is an important part of the focus in fostering and developing national sports. In the National Industrial Development Master Plan (*Rencana Induk Pembangunan Industri Nasional*/RIPIN) of 2015-2035, the sports equipment industry which is oneof the 10 national priority industries whose development has been accelerated. Therefore, it is hoped that all people can continue to optimize the use of domestic industrial products, including sports equipment. This strategic effort is considered capable of increasing the rate of national economic growth amid the pressure of the Covid-19 pandemic (Kemenperin, 2020).

Based on Central Statistics Agency (*Badan Pusat Statistik*/BPS) data, the value of the trade in sports equipment in Indonesia is quite large. The export value of Indonesian sports equipment throughout 2019 was recorded at USD 179.7 million or around IDR 2.52 trillion. Domestic industrial-made sports equipmenthas penetrated the global market, including to the United States, Japan, South Korea and the United Kingdom. There needs to be an increase in the market share for exports of Indonesian sports equipment products, so that it can support efforts to recover the current national economy (Kemenperin, 2020).

This is an opportunity for Jafa Indonesia Juara to continue to increase the rate of business growth to beable to survive and take advantage of the moment of the Covid-19 pandemic.

Based on the theory of The Five Phases of Growth by Greiner in Sunitiyoso (2016), each evolutionary period is characterized by the dominant management style used to achieve growth, and each revolutionaryperiod is characterized by the dominant management problem that must be solved before growth can continue.

THE FIVE PHASES OF GROWTH

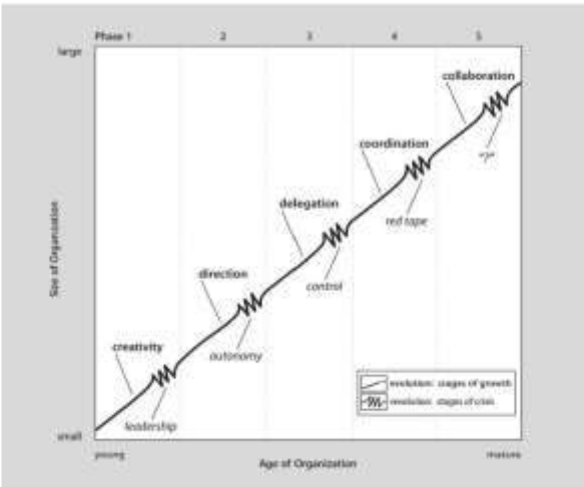


Figure 1 - The Five Phases of Growth (Greiner in Sunitiyoso, 2016)

There are five phases of growth: (1) Phase 1: Creativity, (2) Phase 2: Direction, (3) Phase 3: Delegation, (4) Phase 4: Coordination, and (5) Phase 5: Collaboration.

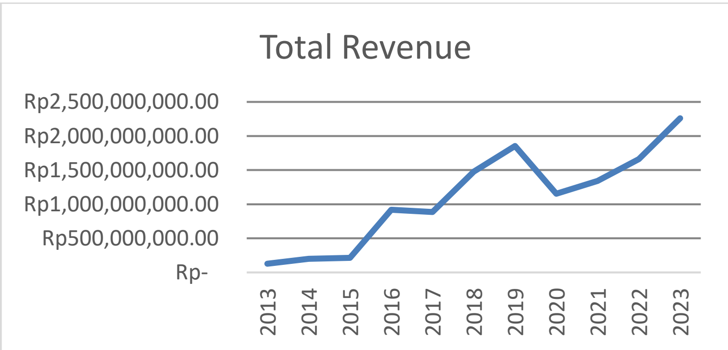
The condition in Jafa Indonesia Juara already has a clear working process, functional structure, and accounting system. In addition, all divisions already have their respective job descriptions, but sometimes there are still overlapping positions. Every year, JAFA also allocates part of its income to provide bonusesfor employees with more competence rewards, and a company gathering agenda is held to strengthen collaboration between divisions. The decision-making is made based on the decision of the CEO/Director in JAFA.

The business issue in this research, JAFA is at a critical point where it wants to enter a new phase fromthe 'Creativity Phase' to the 'Direction Phase'. Based on direct interviews conducted by the researcher withthe Director of JAFA, in September 2020 was the beginning of the growth of JAFA in the Covid-19 pandemic era where JAFA's revenue of IDR 130 million. This is JAFA's biggest revenue during 2020. Thisis a turning point for JAFA to continue to grow. Although they have to endure growing pains, both on the Founder-CEO and Organizational Development side.

From Table 1. Below, the Basic Financial Data and Growth and Graph 1. Total Revenue Growth above, we can see the increase in revenue and the growth of JAFA from 2013-2019. However, in 2020, JAFA's revenue decreased by 38 percent due to the impact of Covid-19 pandemic which disrupted company activities. In 2021-2023, JAFA is targeting revenue of IDR 150 million or 1,125 products per month.

Table 1: Basic Financial Data and Growth (Internal Data of JAFA, 2023)

Basic Financial Data and Growth (in Rupiah)											
Year	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**
January	3,585,000	9,120,000	23,550,000	40,140,000	29,475,822	127,301,000	122,345,000	125,776,000	145,900,160	180,916,198	246,046,029
February	10,080,000	7,215,000	15,850,000	76,415,000	50,400,000	124,190,000	113,241,500	144,641,000	167,783,560	208,051,614	282,950,195
March	7,935,000	4,590,000	33,510,000	133,605,000	135,135,000	139,914,250	222,048,000	127,681,000	148,109,960	183,656,350	249,772,636
April	18,530,000	2,530,000	29,680,000	132,710,000	63,580,000	93,600,000	116,300,000	83,263,000	96,585,080	119,765,499	162,881,078
May	23,210,000	6,000,000	41,170,000	81,675,000	98,280,000	103,515,000	85,569,000	-	99,260,040	123,082,449	167,392,131
June	10,780,000	9,810,000	22,275,000	79,270,000	23,715,000	36,240,000	119,346,000	86,085,000	99,858,600	123,824,664	168,401,543
July	11,090,000	7,595,000	31,316,000	28,940,000	73,825,000	149,055,000	208,627,500	80,905,000	93,849,800	116,373,752	158,268,302
August	12,420,000	13,395,000	14,800,000	28,350,000	59,865,000	183,314,000	160,830,000	73,517,500	85,280,300	105,747,572	143,816,697
September	6,900,000	35,240,000	-	63,990,000	82,620,000	113,607,500	182,575,000	130,032,950	150,838,222	187,039,395	254,373,577
October	4,860,000	50,740,000	-	71,955,000	78,165,000	129,070,000	182,090,000	91,341,200	105,955,792	131,385,182	178,683,847
November	4,410,000	36,380,000	-	87,030,000	115,880,000	156,655,000	167,990,000	111,471,050	129,306,418	160,339,958	218,062,343
December	14,295,000	16,835,000	-	94,365,000	74,510,000	123,000,000	172,387,000	100,805,000	116,933,800	144,997,912	197,197,160
Total Revenue	128,095,000	199,450,000	212,151,000	918,445,000	885,450,822	1,479,461,750	1,853,349,000	1,155,518,700	1,340,401,692	1,662,098,098	2,260,453,413
Growth		56%	6%	333%	-4%	67%	25%	-38%	16%	24%	36%
Note: in May 2020, JAFA's revenue was Rp0 due to the impact of the Covid-19 pandemic which caused all company activities to stop at that time.											



Graph 1: Total Revenue Growth (Internal of JAFA, 2023

Research Questions

Based on the business issue above, the research questions of this study are as follows:

1. How effective is Jafa Indonesia Juara in managing growth?
2. What would be the appropriate recommendation to improve growth management in the future?

Research Objectives

Based on the research questions above, the research objectives of this study are as follows:

3. Evaluating Jafa Indonesia Juara's effectiveness in managing growth.
4. Developing recommendations to improve growth management in the future.

Limitation of Research

This study provides about "Proposed Business Growth Management Strategy for Jafa Indonesia Juara", focusing on evaluating JAFA's effectiveness in managing growth and developing recommendations toimprove growth management in the future.

To answer the above questions, the researcher makes sure to put it in the research limitation.
There are two main concerns of data collection:

5. Regarding the top-level management (C-level). C-level here is CEO/ Director of JAFA.
6. Regarding the growing pains in the organization.

Literature Review

Conceptual Framework

The conceptual framework as shown in Figure 2. below describes growing ventures with a managementsystem that is not good enough will lead to growing pains for all employees in the company. Therefore, it is necessary to have a fit business growth management, both on the Founder-CEO and Organizational Development side to increase business effectiveness so that later it can reduce the growingpains felt by the company.

Figure 2: Conceptual Framework (Researcher, 2023)

The Steps of Research

The steps of research as shown in Figure 3. below describes how this research was carried out in steps.The first step is analyzing the Growing Venture using the analysis of Basic Financial Data and Growth. Next, the second step is Evaluating Jafa Indonesia Juara's Effectiveness in Managing Growth using the analysis of Founder's Dilemma, Modes of Management, Why Entrepreneurs Don't Scale for analyzing theFounder-Director and The Five Phases of Growth, The Five Stages of Small Business Growth, Managing the Growing Venture, Growing Pains for analyzing the Organizational Development.

Furthermore, the researcher will combine these analyses in order to give the Proposed Business GrowthManagement Strategy for Jafa Indonesia Juara and developing recommendations to improve growth management in the future. Finally, the researcher tries to make an Implementation Plan as a direction for the company" what should the company do next" in order to manage its business growth.

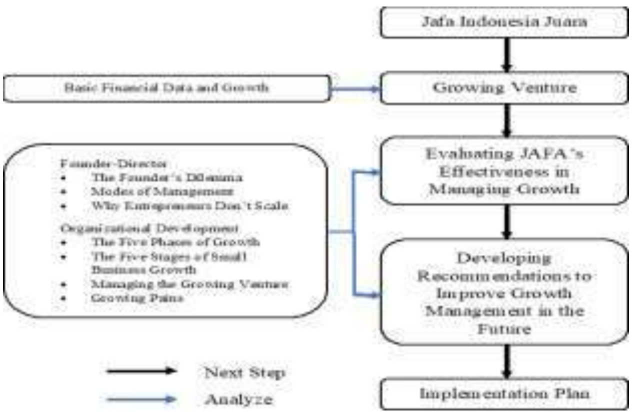


Figure 3: The Steps of Research (Researcher, 2023)

Growing Venture (Acs and Armington, 2006; Barringer, Jones, & Neubaum, 2005)

New venture creation has been statistically linked to both job creation and regional development (Acs and Armington, 2006). Yet according Barringer, Jones, and Neubaum (2005), of the estimated 700,000 newventures started each year in the United States, only 3.5% grow sufficiently to actually evolve into large firms (Acs and Armington, 2006). The relative scarcity of new venture growth combined with itsimportance for regional job creation and development has generated a large literature seeking to explain why some new ventures grow more than others.

Business Effectivity (Miller in Tangkilisan, 2005; Griffin & Ebert, 2007)

According to Miller in Tangkilisan (2005) states that: “Effectiveness will define the degree to which a social system achieves its goals. Effectiveness must be distinguished from efficiency. Efficiency contains the meaning of the comparison between costs and results, while effectiveness is directly related to the achievement of a goal."

According to Griffin and Ebert (2007: 4) a business is an organization that provides goods or services for sale with the intention of making a profit. From the explanations above, it can conclude that business effectivity is the level of success of management activities in achieving predetermined business goals.

Business Growth Management (Cerdasco, 2020)

Business growth is part of management targets. By growing, companies can make more money for theirshareholders (Cerdasco, 2020). Business growth is also important for competitive competitiveness. In competition, larger businesses are one step ahead of smaller companies. They have better resources and capabilities to seize market opportunities and dominate the market (Cerdasco, 2020).

Not all business growth management strategy options are suitable for companies. Each has its strengths and weaknesses. To grow, management must look at from various options and perspectives (Cerdasco, 2020).

The Founder’s Dilemma (Wasserman in Sunitiyoso, 2016)

Most entrepreneurs want to make big bucks and run the show. But Wasserman in (2016) says it is difficult to do both. If you do not know which ones are most important to you, you can either become richor out of control. At every step of their business life, entrepreneurs face a choice between making money and controllingtheir business. And every option has trade-offs.

The Five Phases of Growth (Greiner in Sunitiyoso, 2016)

Phase 1: Creativity **-** In the birth stage of an organization, the emphasis is on creating both a product and a market.
Phase 2: Direction **-** Those companies that survive the first phase by installing a capable business manager usually embark on a period of sustained growth under able, directive leadership.
Phase 3: Delegation **-** The next era of growth evolves from the successful application of a decentralized organizational structure.
Phase 4: Coordination **-** The evolutionary period of the coordination phase is characterized by theuse of formal systems for achieving greater coordination and by top executives taking responsibility for the initiation and administration of these new systems.
Phase 5: Collaboration **-** The last observable phase emphasizes strong interpersonal collabortive tempt to overcome the red-tape crisis.

The Five Stages of Small Business Growth (Churchill and Virginia in Sunitiyoso, 2016)

Stage I: Existence - In this stage, the main problem of the business is getting customers and delivering the contracted product or service.
Stage II: Survival - In reaching this stage, the business has demonstrated that it is a workable business entity. It has enough customers and satisfies them enough with its product or service to keep them. Thus,the main problem shifts from mere existence to the relationship between income and expenditure.
Stage III: Success **-** The decision the owner faces at this stage is whether to exploit the company's achievements and expand or keep the company stable and profitable, providing the basis for the activitiesof alternative owners.
Stage IV: Take-Off - At this stage, the main problem is how to develop rapidly and how to finance thatgrowth.
Stage V: Resource Maturity - The greatest concern of companies entering this stage is, first, to consolidate and control the financial returns generated by rapid growth and, second, to maintain the benefits of small size, including responsiveness of response and an entrepreneurial spirit.

Modes of Management (Roberts in Sunitiyoso, 2016)

Real-time management of content**.** One approach to getting things done is to get directly involved in doing it. For example, if the task to be managed is to redesign a product feature in a software package, if the CEO, only attends all meetings with software designers and product/ market managers, then - based on attendance when important decisions are made. created, provided input, and used authority - the CEO had a profound influence on the outcome.
Management of behavior. An alternative approach to real-time intimate engagement is to define behavior. So, to take another example, one could manage a sales force by directing them to call on fivedifferent accounts every day, sending them a weekly account schedule to call, products to push, prices to offer. Here, one of the tools of influence is behavioral prescriptions designed to lead to the desired outcome.
Management of results. With this approach, managers direct subordinates or groups to achieve certainresults, without determining certain behaviors that lead to these results. So one can set quotas for the sales force, or define design parameters for the software development group. Here, a person tries to influence the results by prescribing the desired result.
Management of context. The final way to influence is to manage context - people, mission, values andcompany culture. So, with this approach, one would hire people with certain abilities and values, give them broad goals, create the right environment, and depend on them to figure out what needs to be doneand how to do it.

Why Entrepreneurs Don't Scale (Hamm in Sunitiyoso, 2016)

Loyalty to Comrades**.** Fiercely loyal CEOs may be the best friends you will ever have, but they are theworst enemies of a growing organization. The error is quite understandable. However, team loyalty significantly contributed to the company's success. But when leaders fail to see and respond to team members' weaknesses, they put the company at risk.
Task Orientation. Executives who are focused on the job at hand - especially those who have done well in operations, product development, or finance are weightlifters in the business world. They executebrilliantly by demanding short-term assignments, but long-term strategies are often beyond them.
Single-Mindedness. We all admire disciplined people, and to begin with, a laser-like focus on the quality and differentiation of a new product or service is an important asset. But devotion to a leader toa single problem can also be detrimental to a developing organization. A leader who cannot communicate and listen to employees with different opinions can lose their loyalty.
Work in Isolation. After creating the product or idea, the internal focus must shift, lest it hinder responsiveness to market demand for the finished product.

Managing the Growing Venture (Roberts in Sunitiyoso, 2016)

The model we will discuss has four components:
Vision and strategy**.** What is the entrepreneur's vision, and what strategy has evolved to pursue it?
Organization, structure, and process**.** How can the broad strategic and operational requirements be broken down into specific, individual tasks and jobs, and how should these tasks be structured and coordinated?
*People***.** Who will actually fill these roles and do the work in terms of their skills, background, and experience?
*The Entrepreneur***.** As growth changes the nature of the enterprise - and therefore, of the entrepreneurial manager's role - the entrepreneur faces a series of critical issues. What role(s) will she play in the organization as it evolves? How will responsibilities be delegated, and to whom? What newtasks must she assume, and what skills will be required to execute them successfully?

Growing Pains (Flamholtz and Yvonne, 2016)

There are two distinct but related types of transitions that must take place at different stages of growthin order for an organization to continue to develop and grow successfully.

The first type of transition concerns the founder or final leader of an organization usually the Chief Executive Officer (CEO). This person will have to make various personal and professional changes or transitions as the company grows. This includes understanding and embracing the changes in the CEO rolethat will need to occur to effectively manage larger and more complex organizations, developing new skills,adopting new mindsets (which support, among other things, having diminished direct control over outcomes), and changing one's managerial style. For simplicity, we call this a "personal transition."

The second type of transition has to do with the strategy and "architectural design" of organizations. This organizational development transition can include changes in systems, processes, or organizational structures, as well as changes to what the company actually does. If these two types of transitions are not carried out effectively, they will have a significant impact aboutthe effectiveness, efficiency, and success of the organization. In fact, the inability to make effective and appropriate personal and organizational transitions is the main reason why organizations experience problems and, in some cases, fail.

Method

The researcher uses qualitative research because researcher feel this research seeks to understand a problem as stated by Cresswell about qualitative methods from his book entitled "Research Design: Qualitative, Quantitative, and Mixed Methods Approaches" defines research that is guided by a qualitativeparadigm. It is defined as: “The process of inquiry to understand social or human problems based on constructing a complex and holistic picture ...” (Cresswell, 2009).

Research guided by a qualitative paradigm is defined as: “A research process for understanding humanor social problems by creating a comprehensive and complex picture.” In connection with this research, human or social problems as expressed by Cresswell will be discussed in the framework of a state with theassumption of the state as a reflection of humans and the social environment in it. Cresswell continued thatresearch using qualitative research methods is presented in words, detailed view reports obtained from information sources, and carried out in a natural setting (Cresswell, 2009).

From this explanation, it can be concluded that qualitative research is free from manipulation of researchvariables. Researchers only function as observers and discoverers of facts in research.

In this study, a qualitative method is used with a descriptive model. Qualitative descriptive is a term used in qualitative research for a descriptive study. This type of research is commonly used in social phenomenology (Polit and Beck, 2009). Qualitative descriptive is focused on answering research questionsrelated to the question of who, what, where and how an event or experience occurred until finally studied in depth to find patterns that arise at the event (Kim, H., Sefcik, J. S., and Bradway, C., 2016).

Data collection methods in this study were obtained from primary and secondary data. Primary data collection methods in this study used a qualitative approach with interviews and discussions. In this study,interviews and discussions were conducted with 26 employees (all employees) and founder of Jafa Indonesia Juara. Meanwhile, secondary data collection methods are obtained from internal data collectionin JAFA and from outside such as books and the internet.

Results

Analysis of the Founder’s Dilemma

Based on interview with the CEO/ Director of Jafa Indonesia Juara, the Director chose to be **'Rich'** andgive up more equity to attract founders, key executives, and investors to build a bigger company. On the other hand, to attract investors and executives, the Director is ready to relinquish control of most of the company's decision making.

The founder made the right decision to become Rich because it was in accordance with his vision to "Become a leading local sportswear vendor of global quality and become a trend in the global market."

Analysis of the Five Phases of Growth

The condition in Jafa Indonesia Juara already has a clear working process, functional structure, and accounting system. In addition, all divisions already have their respective job descriptions, but sometimes there are still overlapping positions. Every year, JAFA also allocates part of its income to provide bonusesfor employees with more competence as rewards and a company gathering agenda is held with the aim of strengthening collaboration between divisions. The decision making is made based on the decision of Director in JAFA.

Based on interview with the Director of Jafa Indonesia Juara, JAFA position is at a critical point whereit wants to enter a new phase from the ‘Creativity Phase’ to the ‘Direction Phase’. The director of JAFAhopes that his company will continue to grow to the highest phase. In this phase, it is very possible for the founder to continue to develop his company towards the Direction Phase.

Analysis of the Five Stages of Small Business Growth

Based on interview with the Director of Jafa Indonesia Juara, JAFA position in ‘Stage II: Survival’. Inreaching this stage, the company already has enough customers and quite satisfy them with product or service. The main problem of the company is that it generates sufficient cash flow to stay in business and to finance growth to a larger size, given the industry and market niche, to get an economic return on assetsand labor.

In the Survival Stage, the company can grow in size and profitability and move on to Stage III: Success.Or perhaps, as many companies do, stay in the Survival Stage for some time to gaining marginal returns onthe time and capital invested.

Analysis of Modes of Management

In managing the transition in a growing company, the researcher categorized the Director of Jafa Indonesia Juara into the mode of management 'Behavior' because the Director was still thinking about several things, such as creating an organization, determining results, and determining behavior. In addition,the organization that is run is somewhat larger, he has less time to do everything, and all subordinates are able to act independently, but still according to the direction of the Director. Although, sometimes the Director have to go directly to the middle management level to monitor the company's operations running well. In this condition, it is possible for the founder to continue to enter the new Modes of Management stagethat is Result Mode.

Analysis of Why Entrepreneurs Don't Scale

There are several things that cause why entrepreneurs don't scale. (1) In loyalty to comrades' side, the founder feels reluctant to fire an employee whose position is his friend, even though he knows that his friend has less competence; (2) In task orientation side, similar to most companies, JAFA also focuses on increasing revenue, but in this case is good enough, because it is still supported by organizational development in the company; (3) In single-mindedness side, wrong decisions can be an obstacle to the paceof organizational development. In addition, sometimes the ideas raised are still difficult for some employeesto understand; and (4) In working in isolation side, the founder is good enough to tries to be a consumer criticizing the development of his own company. For this reason, companies must remain professional in running their business, especially in terms of Loyalty to Comrades and Single-Mindedness.

Analysis of Managing the Growing Venture

In managing the growing venture, we can see it from four perspectives that are Company's Vision and Strategy; Organization, Structure, and Process; People; and The Entrepreneur.

From company's vision and strategy perspective, the company focuses on customer satisfaction. This isin accordance with the value provided to consumers by reducing product costs, while still providing the best quality. Commitment that is in accordance with the main goals and results of the company, as well asby setting a clear vision and mission, also strategic management are the competitive advantage that JAFA has and that other competitors do not.

From organization, structure, and process perspective, employees have been given responsibilities in accordance with their respective job descriptions. In addition, the founder tries to provide more insight to employees as a direction in developing the organization. The company also has key values which are Quality Oriented, Togetherness, and On Time.

From people perspective, the company has special qualifications for recruiting new employees with thecriteria of a minimum senior high school education and at least 1 year of work experience in the same field.In addition, integrity and the desire to learn are important points for the company as a strategic success. Asa reward, there are vacation bonus and holds a company gathering event every year.

From the entrepreneur perspective, there is no model of management has been used by JAFA. Currently,the founder (as entrepreneur) is focus on recruiting competent employees and looking for experts. In gettingfeedback on own performance, the founder asks the performance to internal of company, consumers, and competitors. In the face of the transition, the founder is constantly trying to improve their skills and timemanagement, also implement knowledge.

Analysis of Growing Pains

Table 2. Stages of Organizational Growth, it is clear that Jafa Indonesia Juara was included inthe 'Stage I' as a 'New Venture', which is still in the critical development area of markets and products with the objective to prove the business concept. With revenue less than USD 1 million (approximately IDR 14,000,000,000.00). JAFA still have two major task (according to Growing Pains book) which are defining markets and developing products.

The key to first stage success. In the first stage, the key to success consists of two that have the meaningof the ability to identify what the current or potential market needs are and the ability for more developed products or services to be able to meet the needs of this market profitably. Taken together, the two are important for establishing proof of concept. When a company is at the stage of growing, they should consider the step to make an expansion

Table 2: Stage of Organization Growth (Flamholtz and Yvonne, 2016)

Stage	Description	Critical Development Area	Overriding Objective	Manufacturing	Service
I	New Venture	Markets and "Products"	Proof of Business Concept	Less than $1 million	Less than $300,000
II	Expansion	Resources and Operational Systems	Scale Up	$1 to $10 million	$300,000 to $3.3 milion
III	Professionalization	Management Systems	Transition to "Professional Management"	$10 to $100 million	$3.3 to $33 million
IV	Consolidation	Corporate Culture	Complete the Transition	$100 to $500 million	$33 to $167 million
V	Diversification	Replication of the Cycle	Diversification	$500 million to $1 billion	$167 to $333 million
VI	Institutionalization	Integration	Complete Transition to Multiple Businesses	$1 billion +	$333 million +
VII	Decline	Revitalization	Survive and Restart Growth	Any Size	Any Size

Based on Growing Pains Book, the level of seriousness of the problem indicated by the differences for growing pains scores. Flamholtz and Yvonne (2016) have developed a color-coded scheme which is shownin Table 3. Interpretation of Organizational Growing Pains Survey Scores below. This table demonstrated five different levels of pain severity from a very healthy organization to a healthy organization great risk of failure.

Table 3: Interpretation of Organizational Growing Pains Survey Scores (Flamholtz and Yvonne, 2016)

Score Range	Color	Interpretation
10–14	Green	Everything okay
15–19	Yellow	Some things to watch
20–29	Orange	Some areas that need attention
30–39	Red	Some very significant problems
40–50	Purple	A potential crisis or turnaround situation

Table 4: Growing Pains Result (Modified by researcher, 2023)

Growing Pains Survey		A	B	C	D	E	Score per Statemen t
		To a Very Great Extent	To a Great Extent	To Some Extent	To a Slight Extent	To a Very Slight Extent	
1	I feel that one day isnot enough for my job.	7	2	10	6	1	86
2	I often do assignments that are not my job.	2	5	6	11	2	72
3	I don't know what mycoworkers are doing.	0	0	5	14	7	50

4	I don't know what the company's goals are.	0	0	8	8	10	50
5	I don't have a competent leader.	0	1	7	8	10	51
6	I feel the need to help my coworkers' work get done well.	6	13	7	0	0	103
7	I felt that the meetings were not effective.	3	8	11	3	1	87
8	I feel there is no realization of theplans that have been made.	2	2	17	4	1	78
9	I feel that my current position can be replaced at any time.	7	8	8	2	1	96
10	I feel that the company's sales are increasing, but not accompanied by an increase in profits.	1	9	14	2	1	88
				Scoring			
11	Add the total number of responses in each column.	28	48	93	58	34	
12	Multiply the number on line 11 by the number on line 12 and record the result on line 13.	5	4	3	2	1	
13	Result of line 11 times line 12.	140	192	279	116	34	
14	Add the numbers on line 13 in columns A-E and place the result on this line.	761					
15	Result of line 14 devided by 26 employees (al lemployees).	29.27					

From Table 4. Growing Pains Result, it is interpreting the Severity of Growing Pains Scores. Overall, the Growing Pains of JAFA was in ‘Orange Score’ with score of 29.27 that is indicate that there are someissues that need further attention and action. This condition is not yet serious for the company, but appropriate action must be taken.

Discussion

According to Flamholtz and Randle (2016), in order to grow effectively in companies that grow in the short-term and long-term, two transitions are needed, namely in terms of Founder-CEO and Organizational Development. So, this business solution will be divided into two, in terms of Founder-CEO and Organization Development.

Founder-CEO Analysis

Stay the mindset to be 'Rich'- The mindset of a founder-CEO in building a business is building a foundation as a very important mainstep. A founder-CEO must be able to identify his own desires and market desires to implement his business, with the choice: whether the founder-CEO will become 'Rich' or 'King'. Based on the above data analysis regarding Founder's Dilemma experienced by the founder-CEO of JAFA that is someone who is oriented towards Rich in building JAFA. The founder-CEO made the right decision to become Rich because it wasin accordance with his vision to "Become a leading local sportswear vendor of global quality and become a trend in the global market." Seeing the goals to be achieved by JAFA to make the revenue in 2021-2023, JAFAis targeting revenue of IDR 150 million or 1,125 products per month. This figure is certainly not a small number. With this income, it is possible that the company can be a part of controlled a sizeable market share in Indonesia. Back again to the trade-off experienced in the founder's dilemma where when a companywants to reach a potential market, it must be immediately executed by the company to change the financing strategy according to the Rich mindset. Seeing JAFA's revenue in 2019, which is around Rp1,8 billion with growth rate of 25% from previous year, if we calculate it with the same growth rate in each year, the objective may be achieved by JAFA in 2021-2023. So, if the King mindset is implied to JAFA, so the objective to reach revenue of IDR 150 million or product 1,125 product per month.

Based on the above analysis, the researcher suggests for JAFA to staying the company's mindset withstrategy to be Rich that is the right choice, if it is based on company objectives.

Using modes of management 'Result'

In managing the transition in a growing company, the founder-CEO of JAFA was still thinking about several things, such as creating an organization, determining results, and determining behavior. In addition,the organization that is run is somewhat larger, he has less time to do everything, and all subordinates are able to act independently, but still according to the direction of the founder-CEO. Although, sometimes thefounder-CEO have to go directly to the middle management level to monitor the company's operations running well.

In this case, the founder-CEO still using modes of management with Behavior Mode. It is possible for founder-CEO to continue to enter the new Modes of Management stage. So, the researcher suggests for founder-CEO of JAFA to using Result Mode in running the company so that the organization become increasingly complex and large and all of their subordinates can achieve better results in their own way.

Don't be a person with 'Loyalty to Comrades' and 'Single-Mindedness'

As a founder-CEO, of course in building a company it is impossible to do it alone. In building a business,there are several people who can assist a founder-CEO in carrying out his duties in the early stages of the company, regardless of whether the person has equity in the company or not. As the company grows, the needs and level of professionalism in the company organization will certainly change. Not only that, it could be that the culture of a company will also be changed from when it was just established to when it was currently growing, including JAFA.

Based on the above analysis regarding loyalty to comrades, the founder-CEO of JAFA is someone whois loyal to comrades. Especially in the JAFA case that the researcher got, his comrade is a person who have important position in JAFA. Over time, there is incompatibility between his comrade with the JAFA culture which continues to develop today. Actions taken by the founder-CEO in overcoming this problem are enough with loyalty to comrades by communicating with the person concerned and not giving any sanctions,so his comrade who chooses to resign from the company because feel the company culture is inappropriatewith himself and feel there are still many people who are more competent than him. If left for too long, this could hamper JAFA's growth process in which employees in the organization do not have goals that are in line with the company culture and maintained without strict sanctions from the start.

On the other side, Single-Mindedness from founder-CEO sometime can give wrong decisions can be anobstacle to the pace of organizational development. In addition, sometimes the ideas raised by founder- CEO are still difficult for some employees to understand.

Based on the theory put forward by Hamm in Sunitiyoso (2016) in case of "Why Entrepreneurs Don't Scale," when leaders fail to see and respond to the weaknesses of team members, they put the company at risk.

So, the researcher suggests for JAFA to stop being loyal to comrades and has single-mindedness perspective because it can hinder the company's growth rate.

Using model of management 'POAC'

Model of management is a very important thing in a business because it can effectively solve problems.With regard to model of management, it means that the model shows the elements of reality (in this context:for example, a business,

business process or industry) that are relevant for the analysis of a particular problem. Irrelevant elements will be ignored.

Given the current information overload, model of management can be a valuable tool for organizing, analyzing, and presenting information in a systematic manner. Model of management is not capable of making decisions, but it can help make decisions. It makes sense to apply certain models to a company or industry over time. This can be done as an exercise to express opinions, so as to bring together different perspectives and knowledge from members and different organizational departments. If a certain model proves to be inapplicable, that model can be ignored.

The combination of different models can compensate for the weaknesses of some models with the strengths of other models. Even old models still have validity and can contribute to a thorough analysis. The main advantage is that it is well known and easy to understand by almost everyone.

Management tools can help to better understand certain aspects of an organization or its environment. For the next step: analyze the insights provided by the model, but there is no model of management has been used by JAFA. The management model can be said to be effective, if users are able to realize each model's certain limitations, namely assumptions, simplifications, and neglected aspects.

In the case of JAFA, the founder-CEO was not using a model of management. This needs to be correctedbecause the use of the right management model will help the company. From the assessment given by researcher, JAFA in solving the problem has not used model of management. So that companies need to use it in solving the problems at hand.

The researcher provides the recommendation for suitable model of management to be used by founder-CEO of JAFA in solving problems using POAC model which focus on Planning, Organizing, Actuating, and Controlling strategies (Terry, 2012).

Organizational Development Analysis

Responding the overlapping responsibility by merging of overlapping role - Working with partners can sometimes help us be more productive, but sometimes it can also be very annoying. partner here refers to any type of situation where you share responsibility with one or more otherpeople, such as co-workers who work together on a business. The idea behind creating a partnership is thatby dividing the work among many people, we will get more work done, but sometimes there are overlappingresponsibilities.

Overlapping responsibility refers to situations in which more than one individual is responsible for the same activity. Only one person should be responsible for completing an activity. When two or more employees are unclear about who should do the job because of overlapping responsibilities, it usually resultsin conflict and poor working relationships. Often work isn't finished because each employee assumes the others will.

Unclear roles and responsibilities can be a stress factor for team members because:

- Team members do not understand how they fit into the team, resulting in difficulty finding 'task significance'.
- Task significance is what helps people feel that their job is making a difference.
- Team members tend to waste time, doing work they should not or do not want to do.
- Team members find it difficult to develop the skills needed. Their jobs are not well defined, so it is difficult to know what skills they need.

This overlapping responsibility is indeed a bad thing, but JAFA is able to respond with other thoughts. The overlap with the roles of team members will greatly benefit an integrated workflow. If a role has onlyone specific function, it can lead to a lack of appreciation of how the activity impacts later processes in theworkflow.

For example, how to capture sales information affects the assessment team, how to estimate affects theorder processing team, and how to process that order affects production. Each role and process have a directeffect on the next. So, if the information passed down is incomplete, inaccurate, or in some way imprecise,the rest of the process will be more difficult than starting from scratch. To avoid this case and improve communication flows, the researcher suggests for JAFA to merging ofoverlapping role, if possible. So, JAFA can use this as a solution in overlapping works.

Stay in the 'Survival Stage' for some time - The JAFA position in Stage II: Survival. In reaching this stage, the company already has enough customers and quite satisfy them with product or service. The main problem of the company is that it generates sufficient cash flow to stay in business and to finance growth to a larger size, given the industry and market niche, to get an economic return on assets and labor.

In the Survival Stage, the company can grow in size and profitability and move on to Stage III: Success.Or perhaps, as many companies do, stay in the Survival Stage for some time to gaining marginal returns onthe time and capital invested.

In this case, the researcher suggests for JAFA to stay in the Survival Stage for some time to gaining marginal returns on the time and capital invested by the company.

Give recognition for good performer **-** In achieving company goals, improve and retain employees with good performance is one of the thingsthat must be done and will increase the effectiveness of business with people who have good performance,including JAFA. From the data analysis conducted by researcher, it was found that JAFA only give reward,without recognition system for employees with good performance. The researcher considers that recognition for employees who have good performance should be appreciated. JAFA has an Objectives andKey Results (OKR) that must be achieved. So, the employees who have good performance in achieving theOKR must be recognized as a sign that their performance is appreciated by the company.

To be truly successful at work as a founder or entrepreneur, it is necessary to understand the importanceof being valued. This not only recognizes the importance of employee recognitions, but also fulfills one ofbasic needs as employees and humans. Appreciation is of course an essential human need that should not be ignored, because employees will respond positively to all kinds of recognitions that come to them. When their work is valued by others, it means their satisfaction increases and productivity increases.

To create a thriving workplace, recognition will be fundamental elements. As long as people are respected for their efforts and contributions, they will feel accomplished and continue to strive to achieve this in every task they do.

For recognition itself, it may be quite difficult for companies to determine whether to do it or not, especially if it does not have a direct impact on employee performance, but this recognition will certainly not be difficult to do. Emotional and personal things will have quite an impact on the mental of employeesat JAFA, such as giving a plaque as Staff of The Month can be a motivation for other employees to improvetheir performance. However, in its application, JAFA needs to pay attention to several things, such as the appearance of jealousy between employees.

Maslow in Iskandar (2016) used the pyramid as a model to visualize his ideas about the hierarchy of needs theory. According to Maslow, humans are motivated to fulfill their needs. These needs have a level or hierarchy, starting from the lowest (basic/ physiological) to the highest (self-actualization). In this case, the researcher suggests for JAFA to give recognition for good performer as self- actualization to be a motivation for other employees to improve their performance.

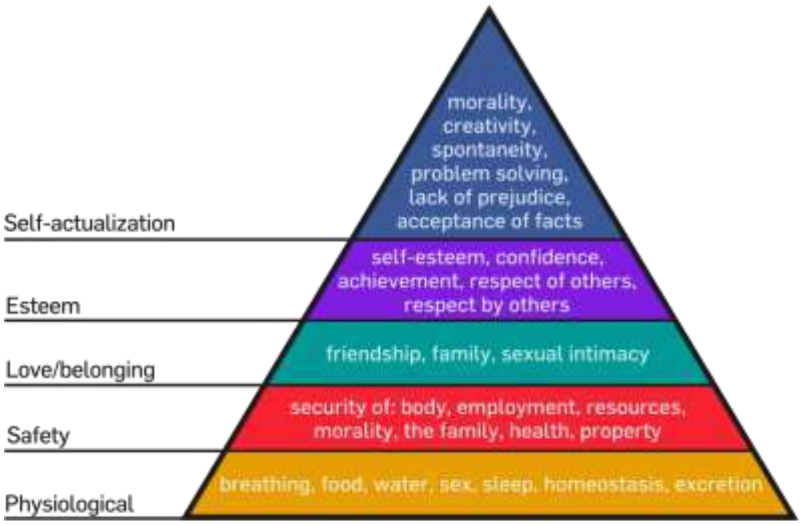


Figure 4: Maslow’s Hierarchy of Needs (Maslow in Iskandar, 2016)

Minimizing organizational growing pains - Based on the results of the data analysis on Growing Pains from 26 employees in JAFA, there are 3 topproblems in the assessment that has been given. These problems are: (1) Everyone Feels “I Have to Do It Myself if I Want to Get It Done Correctly” with a score of 103; (2) Some People Have Begun to Feel Insecure about Their Place in the Company with a score of 96; and (3) The Company Has Continued to Grow in Sales, But Not in Profits with a score of 88 (referring to Table 2.14. Growing Pains Result). Fromthe level of severity growing pains, it is said that some problems may not be very serious, but proper handling can make the company even better.

Related to the first problem, Everyone Feels “I Have to Do It Myself if I Want to Get It Done Correctly.”Many people become frustrated because of their distrust of tasks performed by their coworkers, they feelingthat they have to do it themselves in order to fully complete those responsibilities. The underlying cause of this growing pain is a lack of clearly defined roles, responsibilities, and relationships between roles. It canalso result from a lack of human resources or a manager's inability to delegate responsibilities to others. Inthis case, the researcher suggests for JAFA to clearly defined roles, responsibilities, and linkages among roles.

Related to the second problem, Some People Have Begun to Feel Insecure about Their Place in the Company. As a consequence of the growing pains, employees begin to feel their position is threatened andcan be replaced at any time by other employees who have more competence. In some cases, entrepreneurs feel anxious about the problems their organization is facing. Therefore, they chose to hire outside managers.This action will be accompanied by the dismissal of one or more existing managers in the company at thistime. Employees will also feel anxious because they are not given clear reasons. When anxiety mounts. This can lead to morale problems or massive employee turnover. In this case, the researcher suggests for all employees in JAFA to increase their competencies and give the best performance for company.

Related to the third problem, The Company Has Continued to Grow in Sales, But Not in Profits. This last symptom will probably appear, if all other growing pains are present. In some cases, sales have been steadily increasing, but not accompanied by profit growth, so the company only adds to its workload, without getting the expected results. In the worst case, there is an increase in sales, but profits actually decrease. This condition causes the company to start losing money, without knowing the reason. If it continues, the company will experience very significant losses, despite the increase in sales. In this case, the researcher suggests for all employees in JAFA to reduce administrative costs by spending money for company needs effectively.

Conclusion

Based on the business solution analysis above, the researcher can conclude that there are 8 recommendations to improve growth management in the future which are divided into Founder-CEO analysis and Organizational Development analysis. From the Founder-CEO side, there are 4recommendations, namely: (1) Stay the mindset to be 'Rich'; (2) Using modes of management 'Result'; (3)Don't be a person with 'Loyalty to Comrades' and 'Single-Mindedness'; and (4) Using the 'POAC' model ofmanagement. Meanwhile, from the Organizational Development side, there are 4 recommendations, namely: (1) Responding to the overlapping responsibility by merging or overlapping roles; (2) Stay in the 'Survival Stage' for some time; (3) Give recognition for good performers; and (4) Minimizing organizationalgrowing pains by way of clearly defined roles, responsibilities, and linkages among roles; increase their competencies and give the best performance for company; and reduce administrative costs by spending money for company needs effectively.

References

Acs, Z. J. and Armington, C, (2006). *Entrepreneurship, geography and American economic growth*, New York: Cambridge University Press.

Barringer, B. R., Jones, F. F., and Neubaum, D. O. (2005). *A quantitative content analysis of the characteristics of rapid growth firms and their founders*. Journal of Business Venturing, 20: 663- 687.

Cerdasco. (2020). 'Pertumbuhan Bisnis: Jenis dan Keuntungan-Kerugian.' Available at: https://cerdasco.com/pertumbuhan-bisnis/ (Accesed: 30 January 2021).

Cresswell, J. W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches,* Thousang Oaks: Sage Publisher.

Flamholtz, Eric G. and Yvonne Randle. (2016). *Growing Pains: Building Sustainably SuccessfulOrganizations. 5th ed*, New Jersey: Hoboken.

Griffin, Ricky, W. and Ronald J. Ebert. (2007). *Bisnis, edisi kedelapan jilid satu. Terjemahan*, Jakarta:Erlangga.

Kementerian Perindustrian. (2020). 'Incar Peluang Saat Pandemi, Kemenperin Genjot Kinerja IndustriOlahraga'. Available at: https://kemenperin.go.id (Accessed: 27 November 2020).

Kementerian Koperasi dan UKM. (2017). 'Rasio Wirausaha Indonesia'. Available at: http://www.depkop.go.id (Accessed: 27 September 2020).

Kim, H., Sefcik, J. S., and Bradway, C. (2016). *Characteristics of Qualitative Descriptive Studies: ASystematic Review*, Research in Nursing and Health, 40 (1), 23-42, doi: 10.1002/nur.21768.

Iskandar. (2016). *Implementasi Teori Hirarki Kebutuhan Abraham Maslow terhadap Peningkatan Kinerja Pustakawan,* Yogyakarta: Jurnal Ilmu Perpustakaan, Informasi dan Kearsipan Khizanah Al- Hikmah, 4 (1), 24-34.

Polit, D. F. and Beck, C. T. (2009). *International Differences in Nursing Research, 2005-2006*, Journal of Nursing Scholarship, 41, 44-53, doi: 10.1111/j.1547-5069.01250. x.

Sunitiyoso, Y. (2016). *Evolution and Revolution as Organizations Grow*, Massachusetts: Harvard BusinessReview.

Sunitiyoso, Y. (2016). *Managing the Growing Venture*¸ Massachusetts: Harvard Business Review. Sunitiyoso, Y., 2016, *Managing Transition in the Growing Enterprise*¸ Massachusetts: Harvard Business Review.

Sunitiyoso, Y. (2016). *The Five Stages of Small Business Growth*¸ Massachusetts: Harvard Business Review.Sunitiyoso, Y., 2016, *The Founder's Dilemma,* Massachusetts: Harvard Business Review.

Sunitiyoso, Y. (2016). *Why Entrepreneurs Don't Scale*, Massachusetts: Harvard Business Review. Tangkilisan, Nogi Hessel, 2005, *Manajemen Publik,* Jakarta : PT Gramedia Widiasarana Indonesia.Terry, George R., 2012, *Prinsip-Prinsip Manajemen*, Jakarta: PT Bumi Aksara.