

Research article

Strengthening Internal Factors for Campuspedia Start-Up Growth

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Abstract.

Campuspedia is well-known in the millennial generation as an educational start-up platform that provides information about lectures, scholarships, and the State Higher Education exams. Campuspedia has made significant progress in developing its system to make it more user-friendly for high school students, college students, and recent graduates. Its relatively good start-up growth was influenced by internal factors that cannot be ruled out from the company's perspective. The four major components of these internal factors were marketing, human resources, finance, and operational/technical. The purpose of this research was to look at the internal factors that influenced the growth of the Campuspedia start-up company using descriptive methods and a qualitative approach. Internal factors were important components that had to be managed properly from the company's perspective to accelerate the growth of the start-up. Internal factors led to better growth due to the advancement of a website system that facilitated the experience for consumers and followers, social media that contained useful content, reasonably good financial management, and good employee management. According to the research, businesses should implement a control system in all aspects of their operations, as well as good communication between the core team and new hires and interns.

Keywords: start-up, internal factors, growth

1. INTRODUCTION

According to Abrams (Sitepu, 2017), a Business start-up is a business that has the potential to be developed on a larger scale. A growing business start-up is a relatively new business to run. One of the innovators from Silicon Valley in the United States, namely Steve Blank explained that Start-up as new companies are temporary organizations designed to look for repeatable and scalable business models. This can be interpreted that later there will be complex issues regarding the product, the business model that will be run to the funding method that will occur between start-ups and ordinary small businesses. In (N. Petru, 2019:2) it is explained "Start-up businesses have always played an important role in the global economy, but recently their importance has grown significantly". From this point of view, today's start-up businesses have an

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important role in the global economy, such as Gojek and Grab, which are the leading transportation services in Southeast Asia. Many investors want to finance the company because it provides significant impact on the economy.

The term start-up is always identified with a start-up that uses information technology in each of its products and services. If a start-up does not use an information technology system, it can be said that the business is in the SME category (Small and Medium Enterprises) (Andhini, 2017). Currently, the Indonesian government and all other ministries/agencies are collaborating with each other to build an increasingly popular and integrated start-up ecosystem. It should be remembered that during the 2019 Presidential Election contestation where the presidential and vice-presidential candidates were excited to discuss start-ups in the existing debate session. One of the presidential candidates, namely Mr. Joko Widodo, had promised to prepare a program called 1000 digital start-ups which then from the program would be linked to global incubators.

In (Y. Seo, 2019) it is explained that in general start-ups are strongly influenced by the characteristics and development of regional infrastructure. For this reason, local governments encourage business creation activities with start-up friendly policies such as reducing corporate taxes and building innovation complexes, and promoting business models to be seen by investors. In line with the government's program in the 1000 start-up movement, from this movement emerged start-ups that received guidance and facilities located in Surabaya, the start-up was Campuspedia. Campuspedia is located in the Co-working Space Corridor of Siola Building Floor 3, the office is a facility from the Surabaya City Government for a number of start-ups in Surabaya, not only Campuspedia. Campuspedia is a digital start-up in the field of education with a wide market among youth, especially the millennial generation and Z. High school students, university students, fresh graduates, and millennials who have a lot of experience can inspire and motivate each other. Campuspedia, which was founded in 2015, has initial programs called Campus Life and Campus Starter. Where the program prepares high school students who want to know every major in lectures, know what it's like to be a student for a few days, and explore the desired campus environment.

In 2018, Campuspedia has an Internship program which is carried out for 3 months in each period. Until now the program is still running, due to the need for continuous evaluation of the previous periods. In this case, start-up Campuspedia has not found the right people to form a solid team so that in the future it can provide considerable progress for the company. Human resources who are not yet competent, do not have

high integrity and need intense guidance from the founders, coordinators in each division, as well as regular evaluations. Human resources are one of the internal factors that have an influence on the growth of a company, especially in business start-ups. In addition to human resources, there are other internal factors including marketing, finance, and operational. These internal factors are required to run well intensely and need to be investigated because they are important factors in the company's growth.

The human resource aspect faces obstacles in the form of employees who have short working periods, such as employees with internship status who need to receive additional guidance and training if they are permanent employees in the company in order to have maximum responsibility. In terms of employee sustainability, this cannot be done properly, due to the absence of the right mentor to guide both the internship members and their permanent employees. The marketing aspect determines the ups and downs of the company's turnover, the performance of the marketing division is required to be able to increase the company's turnover and keep it from experiencing losses. In marketing activities, there are still many shortcomings that need to be improved and developed better. Marketing activities are mostly done by waiting for the ball (*waiting for the customer*) instead of moving quickly to pick up the ball (*looking for customers*). This is what makes the company's performance less rapid to increase business. There needs to be a strategy and competency development from competent mentors for internship members and permanent employees in order to maximize the marketing or promotion process. Operational aspects must be managed with both for the sake of creating efficiency in the company's operational costs and does not need to reduce company profits. Finally, there is the financial aspect that needs to be done with in-depth analysis when managing the finances of start-up companies, because when these finances cannot be managed properly it will cause the company's financial decline. Several problems often occur in matters relating to human resources and marketing processes. Human resources are still difficult to find permanent employees to work there, so the coordination between permanent employees and students or internship members is not well established. This is because the employees are not directed to help and guide the internship members to complete tasks that they may not fully understand. Then the existing marketing process at Campuspedia start-ups is less effective. There is no right strategic plan to find a fixed target market even though the whole team knows who the target market is. However, there are still many who are confused to determine how marketing is done, using what kind of promotional media, and where the purpose of the promotion is made.

For the marketing process that done on Campuspedia is less effective if you just wait for the ball which is then served well. There is no special marketing and strategy team, so content like Instagram is not well organized and often changes templates for each existing content. This is because there are many internship programs that are carried out in several periods without finding the right team to carry out the marketing process. Based on the above background, this research was conducted with the aim of knowing how the influence of internal factors including human resources, marketing, operations, and finance on the growth of Campuspedia start-ups.

2. METHOD

The type of research used in this research is descriptive research with a qualitative approach. At the Campuspedia start-up company that is the place of research, here the researcher directly runs an internship program at the Campuspedia Start-up Company in the Content Development and Cooperation section. The researcher runs an internship program for 3 months, during which time the researcher observes the process of marketing, recruitment, and human resource development, and is directly involved in all activities on Campuspedia. In this study, the researcher obtained several theories to be used as a researcher's analysis in solving problems that occurred on Campuspedia.

The qualitative descriptive approach method is a data processing method by analyzing factors related to the object of research by presenting data in more depth to the object of research (A. Prabowo, 2013). This research method is used with the aim of making a description, a systematic and more accurate description of the facts. Sources of data in this study using primary data sources and secondary data. Primary data in this case is the one that has a direct relationship with the existing problems. Secondary data is an indirect source but can be added to complement the primary data.

The focus of this research is the company's internal factors that affect the growth of Campuspedia start-up companies. The internal factors are taken from the theory of A. Kuriloff, John M. Memphil, and Dougl's Cloud in (Sitepu, 2017) including technical competence, marketing competence, financial competence, and human resources. In the technical competence section, the researcher made direct observations and conducted interviews with one of the website development technicians who is also the longest-serving employee at the start-up company Campuspedia. Then in the marketing competence section, researchers seek information by conducting interviews with the founder of Campuspedia who often sees, and manages the marketing system

on Campuspedia. Researchers also make direct observations in this field because researchers are in this field when running an internship program at Campuspedia. In the financial competence section, researchers conducted interviews with employees who worked the longest at Campuspedia. Finally, in the human resource section, researchers made direct observations of the problems that occurred and what directions were often given to internship members or new employees at Campuspedia companies.

The data collection technique used is purposive sampling. Purposive sampling is a data collection technique based on certain considerations. What is meant by certain considerations is that the people we choose as resource persons or informants are the people who most understand and are competent about the Campuspedia start-up company. The primary data source obtained was in the form of verbal information from informants, namely coordinators in several divisions at start-up Campuspedia. Then in the secondary data sources in the form of documentation, relevant documents such as proposals, archives, and marketing and collaboration data.

Data collection methods used include :

1. Interview Method

This process is carried out with employees at Campuspedia start-ups, especially coordinators in certain divisions and individuals who understand best about every aspect of the Campuspedia company.

2. Observation Method

The direct observation activity was carried out by researchers during the internship program at Campuspedia to obtain data related to internal factors that affect the growth of Campuspedia start-ups.

3. Documentation

This process is carried out by taking photos at the work location and also seeing the condition of employees in providing services to customers, as well as supporting documents on every internal aspect of the company.

Data analysis techniques used in this study is a qualitative data analysis technique (Sugiyono, 2010) which includes three activities, namely:

- a. Data reduction
- b. Presentation of data, and
- c. Drawing conclusions.

3. RESULTS AND DISCUSSION

The Campuspedia company is one of the platforms in the field of education that provides services to high school students, university students, and fresh graduates. According to the official website at Campuspedia.id, it is stated that Campuspedia is a portal for young people, especially students and university students, that provides information about campuses, achievements of Indonesian youth, major surgery, campus events, and scholarships. Campuspedia itself has several services that support students, students, and fresh graduates. These include Campuspedia Edu, Campuspedia Tryout, Campuspedia News, Campuspedia Events, Campus Starter, and Campus Life. First, Campuspedia Edu is a non-formal educational institution for high school and junior high school students with a focus on preparing for the National Examination, College Entrance Examination or achieving other academic achievements (Olympic Competition). Second, Campuspedia Tryout is part of Campuspedia Edu which provides tryout services for students, starting from UTBK with questions according to established standards, the CBT system, an IRT-based assessment system (Item Response Theory) following the LTMPT standard with different score weights on each question, and there are solutions and discussions after the tryout results come out. Third, Campuspedia Kabar or Campuspedia News is a service from Campuspedia that provides updated information in the world of education, the latest information in the world of lectures, information about campuses, information about students, information on scholarships and competitions, about UTBK and tryouts, as well as lecture information that is trending on social media. Fourth, Campuspedia Event is part of Campuspedia Kabar which provides information regarding the latest events from Campuspedia, campus events in collaboration with Campuspedia, and information about events related to students and students. Fifth, Campus Starter is a service for high school students who want to know more about the majors they are interested in directly from students of that department. Campus Starter provides information on course majors needed by high school students. Sixth, Campus Life is major surgery on a larger scale than Campus Starter, where in this activity participants directly experience life on a real campus with the majors they are interested in. Start exploring the laboratories on campus, the classrooms, and the buildings.

Based on the results of the research that has been done, the researchers will conduct an analysis related to the Effect of Internal Factors on the Growth of Start-Up Campuspedia by using the theory proposed by A. Kuriloff, John M. Memphil, and Dougl's Cloud (Sitepu, 2017) who explained about 4 potentials in internal aspects that can be used as a benchmark for growth in the success of business start-ups. The

following is a discussion of the results of research that has been carried out using these 4 internal factors :

3.1. Technical Competence

If in this technical competence the employees and members of the internship master all small parts of this aspect, then their performance will run well and the results obtained will also be good. The results of this technical competence can be seen from website development and content development on Campuspedia social media. If the website system used can provide convenience for all company members, and consumers, then the journey of a digital company like this is good enough. The development of the Campuspedia website system has increased significantly since researchers conducted an internship program there until the company runs until now. Website system development or software quality improvement is seen from 3 aspects of a software product in the form of a website or application. According to McCall in 3 important aspects (C. Riska, 2019) one of the three aspects is taken, namely the operational nature of the software (Product Operation). In Product Operation there are 5 aspects in it to measure website or software development, including Correctness, Reliability, Efficiency, Integrity, Usability. The development of the Campuspedia company's website is quite optimal, starting from the functions in it that run well, the software functions run with minimal failures and are given a certain time (the extent of the system error). The level of time efficiency in managing programming techniques well which raises security for the software so that it is not vulnerable to cyber-attacks. When researchers did an internship program there, the website was still in the development process and the system was still in the manufacturing stage. It took quite a long time to develop the website which can be estimated to be approximately 1.5 years. The development of the website took a long time due to permanent technicians who resigned from the company, the entry and exit of internship members in the technical department were not well controlled, so the founder found it difficult to control everything himself.

According to one of the technicians who worked there, he who stayed at the company for a long time had resigned because he had got a job elsewhere so he couldn't divide his time while working at Campuspedia. Then he returned to work at Campuspedia in the second quarter of 2019. When he first returned to work at Campuspedia, he immediately completed the website development process which had previously been delayed so that the company could develop quickly. According to him, the website development process that is carried out when returning to work at Campuspedia needs

to take the time that is not fast. Intense data processing is needed to find out what kind of system is suitable and in accordance with the company's character. When the website development process has gone well, there are more problems found in the form of a design that will be used as an initial display or for every service that is on the website.

Each member of the internship in the design section for the website is always given the task of creating a special website design, from the many internship periods and internship members, the founder, and the core team finds several suitable designs that can be collaborated with each other. To this day, the website that has been created is considered quite helpful, both for every employee, customer, and Campuspedia loyal visitor. Every service on the website can be enjoyed for its convenience, the events and news presented are enough to make visitors feel at home seeing it. With that, there is a need for continuous control so that the website can be developed even better.

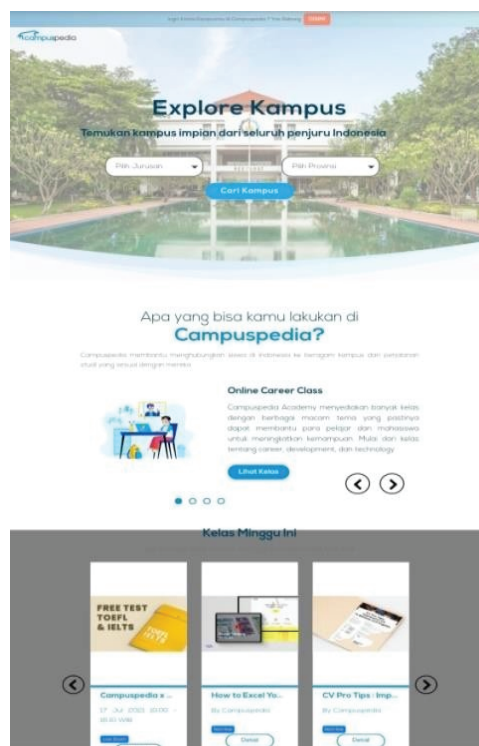


Figure 1: Campuspedia Website Display.

The picture on the side is the initial appearance of the Campuspedia website which can be said to be quite interesting. The start page immediately provides information about campuses throughout Indonesia, high school students will certainly be very helpful to find out which campuses and majors there are. A founder as an entrepreneur must design and design a website system that will be an expression of the goals, history, products, and vision of the company made as attractive as possible in order to make

visitors interested and comfortable at first glance (Nuši, 2016). The more attractive the appearance of the website and the system that makes it easy for visitors, the more visitors will feel at home visiting the website and will enjoy every service.

In addition to website development, technical competence is also related to the development of the Campuspedia social media system, including the content in it. Campuspedia has several main social media accounts, ranging from Instagram, Official Account Line, Facebook, Twitter, and Youtube. It's just that Twitter, Facebook, and Youtube are not going well. As long as researchers are participating in the internship program, the system development on Instagram and Line Campuspedia's OA (Official Account) has not been organized and the existing content is not neatly arranged. In OA Line, the content provided is not the same as that on Instagram. On OA Line, the content provided is in the form of interesting videos about motivation, campus information, student achievement information, and updated news. These contents are obtained from reposts which can be filtered or slightly edited, and matched with the templates they have. For Instagram content, the content provided is in the form of information on outstanding students, information on selection to enter lectures, information about education that is currently viral. The content on Instagram goes through a filtering process and needs to be re-copywriting so that the words presented can be understood by various Campuspedia followers. Words that are adapted to the style of students and high school students who have a great desire to study at both State Universities and Private Universities.

Based on the observations made by the researcher, that previously during the internship researcher there were things that were rarely controlled when the content was uploaded. Starting from the number of likes on the followers they have, insight, and engagement. Controlling that is rarely carried out after uploading content becomes an evaluation every month so that the content that is liked and is most interesting for Campuspedia followers can be improved. Because the presence of interesting content can provide satisfaction for those who see or read it. Then the content that is useful for followers or the wider community becomes the content that gets the most likes and shares. Small things like that need to be controlled intensely in order to keep followers feeling like they want to see Campuspedia's content every day. The process of evaluating OA Line and Instagram's content is also quite different because OA Line and Instagram have different visitors. In OA Line, followers or visitors are not as easy as giving Likes like on Instagram. But followers on Instagram seeing even a little interesting content can easily give Likes.



Figure 2: Campuspedia Instagram View.

The picture on the right is a Campuspedia Instagram account that has been had 346,000 followers. With many followers, the company is increasingly known by the public, especially young people. The company must be able to maintain the existing content development system on Instagram, controlling it every week, evaluating each uploaded content whether it reaches the desired Like target or it may become unattractive to look at.

Of the many obstacles that occurred in the Campuspedia company, which previously had not properly organized the system on the website and the content on Campuspedia's social media, now all elements in this aspect have been improved little by little which has an influence on the interest of visitors to enjoy any information content provided. served. With visitors who feel happy to enjoy the existing content and better display, it can affect the growth of Campuspedia from this aspect which affects all other aspects. Campuspedia's growth can increase continuously when the system on the

website and social media is always improved and controlled on a regular basis. From this aspect, visitors can enjoy the existing services, which makes it easy for visitors so that visitors will always look for more information about Campuspedia. The more visitors get to know Campuspedia, then they can recommend to their relatives to enjoy the services provided by Campuspedia and can use the services of Campuspedia. If that has happened, it is not impossible that Campuspedia's company growth can move quickly. It is hoped that in the future Campuspedia will always pay attention to this aspect, maintain its control and improve if something is less interesting.

3.2. Marketing Competence

Marketing competence is real knowledge and skills that are specifically reflected in the expertise, abilities, and performance that are the responsibility of the marketing function that are not easily imitated by competitors and support the achievement of sustainable excellence. In the Campuspedia company, many obstacles were found in the marketing process during the researcher's internship program. There are internship members in the social media marketing section who do not fully understand how the marketing process is carried out, either manually or using digital marketing concepts. It can happen spontaneously sustainable in each internship period is caused by the absence of a special marketing team that controls the marketing department. Marketing is carried out according to what the founder wants which is conveyed directly to internship members and new employees. From this process, the marketing process cannot be carried out according to the ability of each individual who cannot collaborate directly with the team to create or find new ideas about the marketing concept that will be implemented. The marketing process is stagnant even though there is always regeneration of internship members because marketing is carried out directly according to the founder's instructions.

According to the founder of Campuspedia, the marketing process at Campuspedia for several years was just "waiting for the ball", rarely "picking up the ball". The purpose of "waiting for the ball" is that marketing and cooperation are carried out properly if there are customers who want to cooperate with Campuspedia or want to use Campuspedia's services as a Media Partner or others. While the purpose of "picking up the ball" is to look for customers to be offered offers on products and services owned by Campuspedia. This can be done by visiting accessible campuses to find out what activities there are in order to offer services as a media partner. In line with what was stated by Kotler and Lane in (Nugroho, 2018), which explained that marketing is a social process in

which there are individuals and groups who get what they need and want by creating, offering, and freely exchanging products of value with the other party. Based on this statement, a company can carry out a marketing process to get something needed and desired according to what the company wants. Something that can be obtained when the marketing process has tried to offer goods or services to be used by customers who need and want the product. Companies can create new ideas for marketing systems that will be used in order to attract customers, these ideas should feel fresh to most people. Because not many people like any monotonous process or system, including the marketing system. So that marketing does not become monotonous, companies can do marketing with the concept of digital marketing. *"Digital marketing includes the use of devices such as personal computers, tablets, and mobile phones to access consumers through platforms"* (R. Langan, 2019). Digital marketing can be done easily as long as you have a cellphone and laptop, with these 2 tools you can provide good service to consumers, doing it for free through the platform that Campuspedia already has. Currently, there are many digital marketing services from various social media platforms and from Google, such as Instagram Ads, Facebook Ads, and Google Ads. Digital marketing does not provide services for free, but by paying according to the desired target. The advantage of paid digital marketing is that marketing can be done in detail where it will be directed to the desired target market by the Campuspedia company, such as being adjusted for users at what age range and users with certain locations which are then adjusted back to the company's financial capabilities for these advertising services. Then, now people are starting to understand about their privacy not to carelessly give their personal data to platforms that cannot be trusted. In line with the theory in (G. Appel, 2020) *"Customer concerns regarding data privacy, and their ability to trust brands and platforms are not new"*. Based on this theory, Campuspedia has begun to be known by the wider community, especially the millennial generation, which is indicated by the increasing number of followers that Campuspedia has. Campuspedia must maintain the services it has, establishes good communication with consumers so that consumers can recommend the Campuspedia platform to others.

Campuspedia has an internship program that always changes its internship members every 3 months by recruiting new members again. This can be used as a reference for every marketing process in each period there is a significant increase or decrease. If there is an increase, then what needs to be maintained. And if there is a decrease, then what needs to be evaluated in order to increase again. According to one of the employees in the marketing field, he explained that the marketing system, especially in the collaboration application process, did not work well enough if it was carried out by

internship members. Because if the admin who takes care of the collaboration application flow is an internship member who can have different people in each internship period, then there will be less than optimal service and can be said to be less consistent. In this case, there are several sections in the marketing division, such as social media managers and those managing the collaboration process with various parties. The two parts are carried out by different members, who later in each subsequent internship period will carry out the task differently so that under such circumstances there is less consistency in every flow of the collaboration process and the marketing process on social media. For example, Person A who participates in the first internship period carries out his duties as a manager of a cooperation system with outsiders, Person A is less sensitive and less good at negotiating. Meanwhile, in the next period, another new member appears, namely B, who is good at negotiating and is very sensitive to what the customer wants. So that in period A the company's growth did not increase due to a lack of contribution from outside parties to cooperate, while in period B there was an increase both in terms of finance and good relations with outside parties. With that, it is necessary to have special permanent employees as admins to take care of the flow of submissions for collaboration with Campuspedia. If during one of the internship periods there are internship members who have a humble attitude, like to serve people, and are passionate, then this will affect every process of applying for existing collaborations. Customers may feel happy with the service and responsiveness because they feel that they have been given extraordinary service. But if at another period there is a change again, filled with new internship members who have an attitude that is inversely proportional to the previous one, then the results of the collaboration application may decrease and of course, it will affect the company's finances.

Based on the problems that occur in the marketing field at the Campuspedia company, especially in the process or system for the submission of cooperation. Campuspedia needs to have a permanent employee who is placed in the Public Relations or Public Relations section to conceptualize the cooperation proposal mechanism, serve customers well so that mutually beneficial cooperation is established, and evaluate every collaboration received in the company. As explained by Ardianto (Nugroho, 2018) about the role of Marketing Public Relations, namely the concept of public relations oriented to marketing. Before and after marketing is carried out, it needs to be accessed first or maintained by Public Relations by forming a corporate image (image building) regarding products or services of good value. If the company's image has products or services that are of good value to consumers, it can facilitate marketing efforts to make consumers loyal customers. In carrying out the concept of Marketing Public Relations, it

is necessary to have a mature strategy to strengthen the marketing process so that it can attract consumers. According to Anggoro in (Nugroho, 2018), there are three strategic approaches to public relations and marketing, namely :

First, these two functions must be placed as part of the integrity of business continuity. Second, its activities are focused on increasing awareness efforts and increasing purchases of products or services offered. Third, the orientation must be focused on creating customer satisfaction and utilized to form a long term customer relationship. Thus, Campuspedia must strive to create a good image for the company, including its products or services. When the image of a product or service is of good value to consumers, the task of the marketing and public relations team is to maintain it in order to maintain that image. Then a public relations officer who can make consumers feel happy about the product or service from Campuspedia must maintain a good relationship with the consumer at all times. Later these consumers will feel happy, feel valued, and after a long time these consumers will become loyal customers who always update the products or services provided by Campuspedia.

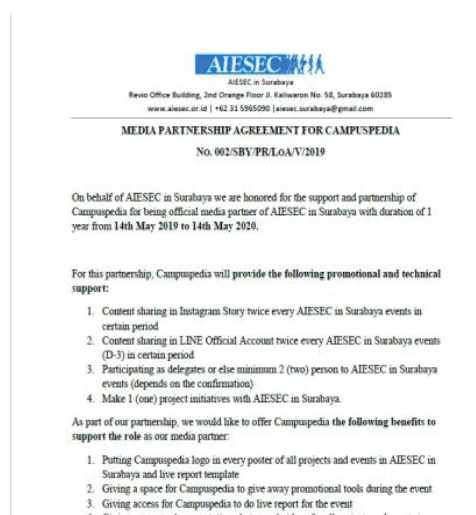


Figure 3: Cooperation Agreement Documents.

During the time the researcher was at Campuspedia, the marketing team had obtained quite a profitable partnership for both the company and the second party. One of them, Campuspedia has collaborated with AIESEC Surabaya which is a Non-Government Organization in Indonesia that has a name that is well known by the millennial generation. The collaboration was established for 1 year in accordance with the MoU made by both parties. There are several criteria in the agreement, for example, Campuspedia provides free promotions at every event organized by AIESEC Surabaya. Promotion of the event was carried out by uploading the AIESEC Surabaya

event pamphlet on Instagram Story and OA Line Campuspedia. Then Campuspedia will get access to participate in the event that is being held and can participate in projects carried out during the event. Campuspedia parties also benefit by including the Campuspedia logo on all posters, banners, and others in every event organized by AIESEC Surabaya. The following is an example of a cooperation agreement document between Campuspedia and AIESEC Surabaya.

With a marketing team that is running well in serving consumers to be able to establish long-lasting cooperation is not an easy thing to do. In the future, a more solid team is needed between the marketing and public relations teams to collaborate to increase profits for the company, improve the quality of service for consumers, and always evaluate the existing marketing system, including the cooperation application system.

Campuspedia companies must maintain good communication with the entire marketing and public relations team. because if marketing and public relations are aligned and have the same vision and mission in marketing performance, it will have an impact on increasing company profits and affecting the growth of the Campuspedia company. This aspect has a major role in increasing the growth of the Campuspedia company by maintaining the quality of marketing and services provided to consumers. Improving the quality of employees or internship members in this field is very necessary to be able to have an impact on the growth of the Campuspedia company. The higher the quality of each employee, the more developed expertise will provide higher profits for the Campuspedia company.

3.3. Financial Competence

Financial Competence is a competency in finance that is used to manage finances, purchases, sales, bookkeeping, to financial reports (Sitepu, 2017). When the researcher interned at the Campuspedia company, it was seen that the company's financial management system was not working well. This can be seen from the lack of someone who is an expert in the field of company financial management or can make financial reports that can be accounted for. At least someone in that position is a management or accounting student who is very familiar with making financial reports, can manage the company's income and outcomes. Financial reports are very important for a company, especially for start-up companies as companies that are just being started. Based on PP No. 71 of 2010 concerning the purpose of financial statements are used as :

First, accountability which can be defined as being responsible for the management of resources and the implementation of policies entrusted to the reporting entity in achieving the goals that have been set periodically. The second is management which means helping users to evaluate the implementation of a reporting entity's activities in the reporting period.

It is necessary to monitor the Campuspedia financial management system as a newly pioneered company to be able to maintain the company's financial stability, so that the founder and core team can find out how much income and outcome for the company each month. Financial reports can also be used as a reference for other fields, for example in the field of marketing which requires an update on how much the company's income from the entire marketing process is carried out. Expenditures for promotion costs, expenses for office operational costs, expenses for activities carried out, all of which must be proportional to the income earned by the company. The funding cycle is continuously carried out by finding investors, then managing them, until they achieve the profits desired by the team and investors. The process of making reports must also be done quickly and precisely because it requires someone who is competent in this field. If employees in the financial sector have the necessary competencies in financial reports, it will be easier to understand what things need to be done to manage finances without waiting for instructions from superiors, so that the reports prepared can be completed quickly and on time. The faster the financial statements are presented, the better in terms of decision making, thus the financial statements can be said to be of high quality (S. Zahrah, 2016).

The management system is closely related to the existing marketing process in the company. If the marketing team can maintain service quality, maintain good relations with consumers, and always improve promotions to expand the target market, then the company's finances will also increase in accordance with the high level of income for the company. During the internship researcher at Campuspedia, there is a document in the form of proof of consumer payment for the services offered by Campuspedia, one of which is the evidence below.

The document on the side is the result of a smooth marketing process that has an impact on the company's income. The evidence on the side is Campuspedia's collaboration with Kompas Gramedia, where Campuspedia offers promotional services for Kompas Gramedia activities by publishing it on Campuspedia's social media accounts,

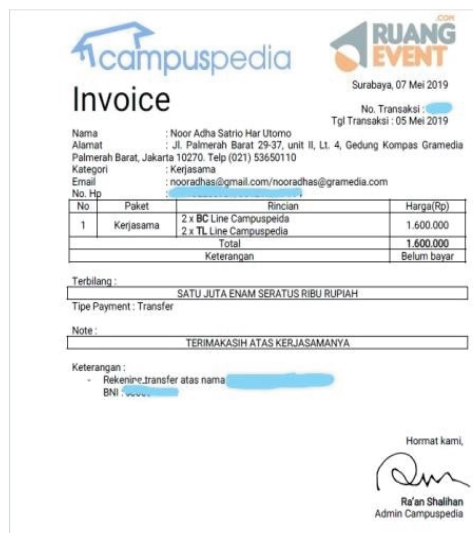


Figure 4: Consumer Payment Proof.

namely OA Line Kampuspedia. In this collaboration, Kampuspedia benefits by purchasing promotional packages and the inclusion of the Kampuspedia logo on all Kompas Gramedia activity posters.

Based on the problems that have occurred previously in the financial aspect, now it is better than the quality must be maintained before the financial statements presented must be faster and more accurate. The quality of employees that determines how quickly financial statements can be presented quickly to be able to determine fast decision making. So that the growth of the Kampuspedia company will be influenced by every decision taken from this financial aspect. Funding turnover must be stable on a monthly basis or better it can be increased continuously. A stable funding cycle must be supported by the performance of a quality marketing team so that more Kampuspedia products or services can be provided to consumers. When Kampuspedia's products and services have been used by many people, it is certain that increasing company profits will have a good effect on funding turnover. All of these will have an influence on the growth of the Kampuspedia company.

3.4. Human Relation/Human Resource

This aspect is the most important aspect for the company, how well the influence of the people in the company can give everything for the company. How strong is the relationship that exists between individuals within the company or individuals with external individuals or groups. Good quality in individuals when establishing relationships with

external parties, namely consumers, will have a major impact on the company's success. Usually in this aspect, problems often arise within the company itself, for example, the difficulty of a founder finding a solid team to be able to unite various individuals into one vision and mission in order to create comfort in working, connecting, and building his business.

When researchers undergo an internship program at Campuspedia, researchers often see many internship members missing when the internship process is already underway. This can happen due to the absence of control for each member of the internship, unclear job descriptions given, no weekly evaluations, so that there is no good communication between the internship members and the core team. These reasons are beyond the negligence of each member of the internship such as not being able to manage time properly, the number of activities in the lectures, and difficulty being contacted when outside the office. The company does not have permanent employees in every field which causes the internship members to not be well controlled, they may feel neglected because no one guides them to do their work. There are only a few permanent employees at Campuspedia and it is not in all areas that there are coordinators of permanent employees. Coordinator who can control directly in the areas of marketing, technical, and design. Teams such as the human resources department, which is a vital aspect of the company, have not yet coordinated, coordinated the human resources department directly with the founder. So sometimes things happen that are not in accordance with what the founder wants because the internship members immediately do what is asked without being properly guided if they don't ask.

Human resource management is believed to be deeply embedded in business strategies that can effectively support the creation of innovation (Kozlowski, 1987). The quality of human resources according to the above statement has a very important role in creating new ideas that make the company look fresher. Companies must understand the expertise and skills of each individual in it because with that the company can take advantage of these individuals in providing creative and innovative ideas to increase company growth. It should also be noted that there is something called flexible human resource management, namely human resource management that allows companies to provide flexibility in order to adapt to changing, uncertain, and varied conditions, both internally and externally (J. Ali). , 2017). The concept of flexible human resources requires companies to improve the quality of their human resources in order to adapt quickly to conditions that can change at any time. Concepts like this can form new skills, expertise, and motivation of employees, so they can move quickly according to changing environmental conditions. It can also be used as a benchmark by companies

to assess how far their employees have progressed in changing, uncertain, and diverse conditions. Employees here will feel benefited because they get new knowledge and experience of what they face in the company.

At the Campuspedia company, there is a new problem when researchers have completed the internship program, namely the lack of arrangement for new internship members to carry out the internship program. The internship activities carried out do not have regular discussions every week or every month. There is no mentor for each division, each division member is guided directly by the founder or a team of technicians who have been there longer. Then the flexible working hours make the internship members even more disdain for every available task, the working hours that are still undetermined are the minimum number of hours of work per week. Often there is a delay in submitting assignments that are not in accordance with the given deadline. In this way, the progress of each member of the internship is deemed unsatisfactory for the founder and core team who have broader plans for the future. There are still coordinators for each division who are filled by their own new internship members, not employees or someone who has been there longer. As a result, there are still frequent delays in the deadline for collecting weekly assignments due to underestimating that the assignments given can be collected at any time because the coordinator is a friend of his own or a classmate in the internship. Over time, these problems have been resolved with a work agreement between the company and each new internship member so that they can follow the rules set by the company, and receive sanctions in accordance with the work agreement if they violate something. The following is an example of a work agreement made by a company for an internship member.

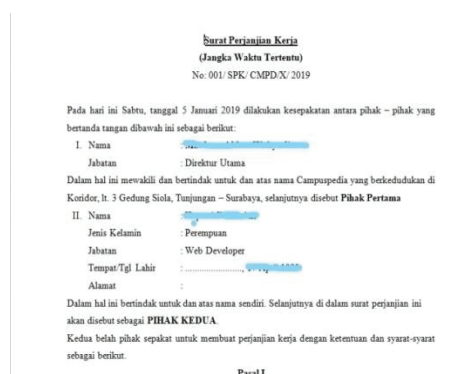


Figure 5: Employment Agreement.

The work agreement letter is made and signed together after the internship member passes all stages of the internship selection at Campuspedia. In the internship process at Campuspedia there are several processes, starting from registration via a google form,

then selecting half of the registrants to be re-selected to follow the interview stage, interviews are conducted offline and online, after the interview stage is re-selection to enter the FGD (Forum Group Discussion) stage, then the last is the stage of signing the work agreement document. The contents of the document are about the terms and conditions that must be followed, what not to be violated, what are the consequences if you violate the rules, what facilities are obtained during your internship at Campuspedia, and what compensation you get if you get an achievement at the end of the internship period.

Various studies on start-up companies or private companies show that this aspect of human resources has the greatest influence on company growth. The more qualified the human resources, the better the growth and development of the company will be. At Campuspedia companies, it is necessary to arrange each element to maintain the quality of its human resources, the recruitment process for internship members or new employees, and competent coordinators are prepared to be able to guide their subordinates well. Campuspedia companies must provide training every month or every few months, so that employees feel that they are really needed by the company to be able to increase company growth. With the training provided to employees, it is certain that the abilities of each employee will increase and become more honed, if it is like that then the quality of performance in all aspects of the company will increase as well. This will have a big impact on the growth of the Campuspedia company.

4. CONCLUSION

4.1. Conclusion

Based on the results of research on the Influence of Internal Factors on Campuspedia Start-Up Growth using the theory according to A. Kuriloff, John M. Memphil, and Dougl's Cloud (Sitepu, 2017) which discusses 4 internal aspects that are the benchmarks for start-up growth and success. So the researchers can draw the following conclusions :

1. Technical Competence

Campuspedia's start-up company, which previously did not have an organized and well-organized website and social media, currently Campuspedia has developed its website and social media facilities to provide a pleasant experience for its followers and consumers in enjoying any information content presented. The arrangement of the content publication has been neatly arranged which is adjusted

to the hours of uploading the content every day. Currently, Campuspedia followers and consumers can enjoy various information about lectures on its website, especially for high school students who are eager to find out information about the campus and majors they are interested in.

2. Marketing Competence

In this aspect, Campuspedia can now be said to be better than when researchers did internships at Campuspedia. Campuspedia has improved its content to make it more attractive in terms of design and the words used. This makes anyone feel interested in reading it, which then they will find out more about Campuspedia by becoming loyal followers of its social media. The process of submitting a collaboration with Campuspedia is currently also getting easier with someone who is dedicated as an admin to serve collaboration proposals, the response given by the admin to consumers is also quite good with a fast response and polite words. But sometimes there are still consumers who contact the old internship members as previous admins to submit their collaborations, this can happen because the Campuspedia email includes the previous admin's phone number. So when the response in the email is considered slow by the consumer, the consumer will contact the admin number listed in the email. Currently, this problem will be resolved soon so that there are no more similar obstacles that lead to a decrease in consumer interest in Campuspedia's products or services.

3. Financial Competence

Currently, the financial aspect has increased with the existence of a special financial team assisted by internship members who are also directly mentored by the founder. That way the coordination is felt to be better and more comfortable and the results of each financial report made every month can be accounted for. The increase in the financial aspect is also supported by the increase in the marketing aspect, the increase in income gives more enthusiasm to all aspects of the company, especially in the financial aspect.

4. Human Relations/Human Resource

This aspect is the most important aspect for the company to survive, the capabilities of each employee must be given to the maximum extent possible for the company. Currently, at Campuspedia it is rare for internship members to disappear, a good controlling process with a binding work agreement allows internship members to comply with company regulations. Working hours that have been set by the

company, when it is mandatory to go to the office and when it can be done outside the office. There is an evaluation every 2 weeks in each field and an evaluation every 1 month for the team as a whole, an evaluation every 1 month is carried out led by the founder or coordinator in the evaluation meeting. That way every employee or member of the internship can always improve their abilities, knowledge, and skills to be able to correct any mistakes made.

4.2. Suggestion

Based on the conclusions described above, the researchers provide the following suggestions :

1. There needs to be good communication between company leaders, the core team that has been there longer to be able to guide internship members or new employees. Intense communication can make new members feel valued while there, being introduced more deeply about the company they occupy during their internship or work.
2. Campuspedia companies need to provide direction or training to their employees and internship members so that they can increase their knowledge in the fields of interest and can improve their abilities. That way it can benefit the company if it has employees who have capabilities in each field.
3. Campuspedia companies need to control and monitor all aspects of the company, this is done so that there are no mistakes or unwanted things happen. Such as the loss of internship members without the company's knowledge, the process of collaboration flow that has not been consistent, and social media or websites whose content has not been developed. Controlling is carried out on social media and websites owned by Campuspedia, because from there that can attract consumers to enjoy the content presented and find out what services Campuspedia has.
4. There are still obstacles that occur in the collaboration submission flow via Campuspedia email, where the admin number listed in the email is the admin of the previous internship member so that the collaboration application will be hampered by the previous admin and cannot be processed quickly. With that, there needs to be an improvement in Campuspedia's email to always check who the contact person is who can respond quickly to the proposal for collaboration on Campuspedia. Maintaining the quality of service in the application of cooperation must always

be improved to be able to maintain consumer comfort when using products or services from Campuspedia.

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