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Comparative Analysis on Technology and Business System in Startups: A Case Study of PT CNC Part Teknika Indonesia and SuperCharge.SG Singapore

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ABSTRACT

This research is a report based on the TUM project and based on direct observation in the company. The study compares the innovation strategies of two startups companies operating in the technology sector: Indonesian CNC parts manufacturer PT CNC Part Teknika and Singaporean solar powered electric vehicle charging solution provider SuperChargeSG. Using the McKinsey 7S framework, the study identifies the strengths, weaknesses, and best practices of both companies. The results show significant differences in strategies, structures, systems, and human resources. Singapore companies stand out with proactive and sustainable innovative approaches, while Indonesian companies tend to be more reactive. Based on these findings, the study provides recommendations for Indonesian companies to improve their competitiveness through market diversification, the development of organizational structures, the adoption of advanced technology, and the formation of a strong culture of sustainability innovation.

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INTRODUCTION

Innovation is a crucial factor in global economic growth and competitiveness (Fagerberg et al., 2018; Hasan & Tucci, 2010). Startups, in particular, rely on innovative practices to disrupt markets and gain a competitive advantage (Paradkar et al., 2015). Innovation encompasses the generation and implementation of new ideas, products, processes, or services that add value or improve efficiency (Carayannis et al., 2015). The definition of innovation by Kogabayev and Maziliauskas highlights its ability to introduce new goods, production methods, markets, sources of supply, and reorganization of industries, which highlights its significant impact on industries and economies (Kogabayev & Maziliauskas, 2017).

Technology innovation is one of the most prominent ones where there are a lot of new technologies used in business (Ahram et al., 2017). There have been defining occasions in the history of manufacturing that have contributed to the reshaping of the landscape of the manufacturing industry (Stearns, 2020). Each new epoch represents a huge leap forward in terms of efficiency, precision, and capability (Garetti & Taisch, 2012). This can be seen in everything from the introduction of the assembly line to the period of computer numerical control (CNC) equipment (ElMaraghy et al., 2021).

Startups have a crucial role in stimulating economic growth and promoting technical progress, serving as catalysts for new development (Kraus et al., 2021). These are small firms that have a great capacity for innovation, allowing them to come up with new and creative ideas, unlike larger and more established firms. Startups are designed in search of a repeatable and scalable business model, which by its nature pushes them to experiment with new ideas for products and processes (Tidd & Bessant, 2020). Moreover, startups have a role in creating jobs and can act as an economic booster to the localities. The supportive network of investors, mentors, and others who make up the startup ecosystem, it acts as a driver of these new ventures' ability to succeed and scale (Spigel, 2017).

In this research, the innovation of start up in their business and companies are analyzed through comparison. PT CNC Part Teknika and SuperCharge.SG are two startups that have made significant strides in their respective industries through innovative practices. PT CNC Part Teknika, based in Indonesia, specializes in manufacturing precision components for various industries, while SuperCharge.SG, based in Singapore, focuses on providing innovative tech solutions to enhance business processes.

PT CNC Part Teknika is a startup company operating in the field of "General Trading and Service." General Trading involves the supply of industrial goods, including Mechanical, Electrical, Technical, Welding Equipment, Safety Equipment, Rubber, Tools, and other necessary industrial items that support production activities. Service refers to a set of activities or a sequence of activities occurring through direct interaction between individuals or between an individual and a machine, physically, to provide customer satisfaction.

SuperCharge.SG is a Singapore-based start-up that integrates photovoltaic solar technology into electric vehicle (EV) charging stations. The company aims to promote renewable energy sources and reduce dependency on conventional power sources. By implementing green building strategies, SuperCharge.SG aims to provide eco-friendly, cost-effective, and clean charge options for electric vehicles, ensuring a zero-emission future. Utilizing electric vehicles and establishing sufficient charging infrastructure is a crucial measure in advancing towards a more environmentally friendly future (Singh et al., 2024).

The comparative analysis between these two companies also will represent the comparison between the countries. The comparative study between Indonesia and Singapore presents an interesting context, with the different economic landscapes of the two countries under scrutiny. The two countries thus present different challenges and opportunities concerning the business environment for startups. Indonesia is the largest economy in Southeast Asia, and the country's startup landscape is growing rapidly, serving as a base for the large youth population and growing internet penetration. On the other side, Singapore represents one of the global financial hubs, well known for its quality of infrastructure, solid regulatory framework, and strong focus on innovation and technology. These two diverse environments offer good knowledge about how startups fight challenges and make use of opportunities inherent in their respective markets. Analyzing the innovation strategies of startups conducting business in these environments may give beneficial insights into what works for them.

The study by Ha and Chuah examines the use of technology in enhancing business efficiency among startups in Southeast Asia, particularly the adoption of ERP systems, which significantly boost productivity and reduce operational costs, with an emphasis on tailoring technology to meet the specific needs of startups (Ha & Chuah, 2023). Meanwhile, Setiyawan & Pangestu compare the technology ecosystems of startups in Indonesia and Singapore, finding that regulatory support and access to capital are more advanced in Singapore, yet Indonesian startups demonstrate substantial potential in technological innovation, supported by a large and diverse domestic market (Setiyawan & Pangestu, 2019). Furthermore, Daradkeh and Mansoor explore the importance of flexible and adaptive business structures in the growth of startups in Asia, highlighting that the integration of technology into business systems enhances competitiveness and increases longevity (Daradkeh & Mansoor, 2023). This aligns with the research by Chen et al., who found that combining lean startup approaches with the latest technology enables startups in developing countries to navigate market challenges more effectively (Chen et al, 2019). Lastly, Triono et al. investigates the relationship between technology and business models in Southeast Asian startups, emphasizing that business models aligned with optimal technology usage can improve operational efficiency and provide a competitive advantage, which is relevant for understanding how PT CNC Part Teknika Indonesia and SuperCharge.SG leverage technology to drive their business growth (Triono et al., 2024).

Although there is a considerable amount of literature on innovation strategies and startup ecosystems, there is a notable gap in studies that directly compare startups across different industrial sectors and geographical locations, particularly in Southeast Asia. This study aims to address this gap by examining and contrasting the innovative techniques employed by startups in the CNC technologies sector in Indonesia and the EV charging sector in Singapore. Additionally, the application of the McKinsey 7S Framework in analyzing innovation strategies within these specific industries and contexts introduces a novel approach, offering a comprehensive method for understanding the complex nature of startup innovation.

Based on the background and the two selected companies, the research questions that will be addressed in this report are as follows: first, how do the technology and business systems of PT CNC Indonesia and SuperCharge.SG compare, with a focus on their respective strengths and weaknesses; second, what best practices in technology and business systems from SuperCharge.SG can be adopted by PT CNC Part Teknika.

This research focuses on a comparative analysis of innovation strategies in two startups from different geographical and cultural backgrounds: PT CNC Part Teknika Indonesia and SuperCharge.SG from Singapore. By examining their approaches to innovation, the study aims to highlight the unique strategies employed by each company and identify the key factors contributing to their success. The research objectives are: first, compare and contrast the technology and business systems of PT CNC Indonesia and SuperCharge.SG, emphasizing their strengths and weaknesses; and second, identify and analyze the best practices in technology and business systems that PT CNC Part Teknika can adopt from SuperCharge.SG.

METHOD

Comparative methods involve analyzing cases of differing phenomena to understand what makes them similar and different (Smelser, 2013). This approach is particularly valuable in social sciences, such as sociology, political science, anthropology, and history, but it is also applicable in fields like business comparison (Bastow et al., 2014; Weber, 2017). The primary data collection method for this study involved observations made during the International Executive Education program conducted by the Technical University of Munich (TUM) and material sessions with SuperCharge.SG. These observations included direct engagement and firsthand examination of SuperCharge.SG's operational environment, where the author observed manufacturing processes, technology integration, and workflow dynamics.

Data collection was further enriched through interviews with representatives from both SuperCharge.SG and PT CNC Teknika, conducted during site visits and subsequent meetings. In addition to observation and interviews, secondary data collection was carried out through a literature review, encompassing previous research from journals, books, articles, and other relevant sources, including the official SuperCharge.SG website. Based on the collected data and resources, an analysis and comparison will be conducted between the two companies. This comparison will lead to an analysis of best practices, identifying those from SuperCharge.SG that PT CNC Part Teknika can adopt and enhance.

RESULT AND DISCUSSION

This chapter presents a comparison analysis of PT CNC Part Teknika and SuperCharge.SG Singapore utilizing the McKinsey 7s Framework, as described in the research framework. The data in this section is acquired through firsthand observation during the TUM project and from the director of PT CNC Part Teknika Indonesia. The information and data regarding SuperCharge.SG are acquired directly from the director.

Comparative analysis using McKinsey 7s framework

The comparative analysis of strategy

The analysis compares PT CNC Part Teknika and SuperCharge.SG in terms of core strategy, with PT focusing on services and CNC spare parts supply. Supercharge, on the other hand, focuses on innovation and sustainability, combining solar technology with EV charging stations and utilizing renewable energy, positioning itself ahead in the electric vehicle and sustainable energy sectors. Sustainability in EV charging is crucial for achieving truly sustainable and environmentally friendly transportation (Singh et al., 2024).

PT CNC Part Teknika market focus is industrial manufacturing, while SuperCharge.SG targets electric vehicles and sustainable energy, aligning with global trends, giving it a competitive advantage in a nascent market. Sustainability energy has become a crucial factor in global business performance, as companies that adopt sustainable practices not only contribute to environmental sustainability but also can achieve significant competitive advantages (Lee et al., 2015).

Table 1. The comparison of strategy

Aspect	PT CNC Part Teknika	SuperCharge.SG
Core Strategy	Supplying CNC spare parts and services	Continuous Innovation and Sustainability, integrating solar technology into EV charging stations, focusing on technology and renewable energy
Market Focus	Industrial manufacturing sector	Electric vehicle and sustainable energy sector
Competitive Advantage	Wide range of parts from leading brands	Eco-friendly and cost-efficient charging solutions
Growth Approach	Expanding nationwide, serving 118+ companies	Focusing on innovation and sustainability, expanding the global market to countries around the world.

PT CNC Part Teknika offers a diverse range of CNC parts from leading brands, catering to diverse manufacturing needs. SuperCharge.SG eco-friendly charging solution, committed to sustainability and innovation, attracts environmentally conscious consumers and businesses, reducing environmental impact. Investing in sustainable energy can drive companies to create more innovative and efficient products and services, offering them a long-term competitive advantage. Investing in sustainable energy can drive companies to create more innovative and efficient products and services, offering them a long-term competitive advantage (Lee et al., 2015).

PT CNC Part Teknika growth strategy is nationwide, serving over 118 companies, aiming for domestic market exposure. SuperCharge.SG, on the other hand, focuses on innovation and sustainability, aiming to establish a global presence through cutting-edge technology and sustainability functions.

The comparative analysis of system (business process)

This analysis compares the business processes of PT CNC Part Teknika and Supercharge. Both companies offer products and services to customers, with PT Teknika focusing on maintenance, repair, installation, training, and customer service. SuperCharge.SG, on the other hand, engages in sophisticated and diversified processes such as product development, installation, remote control, maintenance, integrated payment systems, and custom-made reporting. Both companies emphasize innovation, technology integration, operational efficiency, and customer satisfaction. Regarding to previous research on innovation strategies, innovation is the key to the sustainability and growth of an enterprise in an increasingly competitive era (Pisano, 1997).

Table 2. The comparison of system (business process)

Aspect	PT CNC Part Teknika	SuperCharge.SG
Core Business Processes	Maintenance & Repair, Installation, Training, Customer	Support Product development, installation, and remote control and maintenance, integrated payment, and customized reporting.
Quality Control	Functional testing and parts reliability	Provided remote control and maintenance, Focused on charging station efficiency and sustainability and customized reporting support.
Customer Support	On-site Technical visits, Remote Diagnostic services, Six-month warranty on services	Comprehensive charge points management system, remote control & monitoring, customized reporting, smart charging scheduling, and payment integration.

PT CNC Part Teknika and SuperCharge.SG are focusing on quality control and customer satisfaction. PT CNC Part Teknika focuses on functional testing and parts reliability, while SuperCharge.SG offers remote control and maintenance options for charging stations. Both companies prioritize efficiency, sustainability, and customer trust through real-time monitoring and feedback.

PT CNC Part Teknika offers on-site technical visits, remote diagnostic services, and a six- month service warranty for immediate technical assistance. SuperCharge.SG offers a charge point management system, remote control, monitoring, personalized reporting, smart charging scheduling, payments, and integrated solutions for uninterrupted service and proactive problem recovery.

The comparative analysis of structure

Both companies have a centralized decision-making system, with top management making all major decisions. This ensures consistency with strategic goals but also reduces responsiveness and flexibility in dynamic markets, despite the company size. This is more noticeable in larger organizations. Centralized decision-making is a process where important decisions are taken by a small number of senior managers and then disseminated to the entire business. These decisions might be strategic, operational, or tactical (Afsharian et al., 2021).

Table 3. The comparison of business structure

Aspect	PT CNC Part Teknika	SuperCharge.SG
Organizational Structure	Functional organizational structure	Functional organizational structure
Decision-making Process	Centralized decision-making process	Centralized decision-making process
Department	Engineering service, Sales, Inventory Management	Engineers, research & development, marketing, business development, legal, finance and accounting

PT CNC Part Teknika departmental composition focuses on engineering services, sales, and inventory management, primarily related to CNC spare parts supply. SuperCharge.SG, on the other hand, has a more comprehensive structure, including engineering, research and development, marketing, business development, legal, finance, and accounting, which promotes innovation, sustainability, and improved operational management.

The comparative analysis of staff

The Mckinsey framework staff element refers to human resources, encompassing recruitment, selection, development, and welfare of employees. It is crucial for a company's success in strategy execution and overall organizational effectiveness, as it ensures the right people in the right roles. An effective human resources strategy is the core of every successful organization. This is not just about

managing employees, but also about maximizing their potential to achieve organizational goals (Nawaz et al., 2024).

PT CNC Part Teknika and SuperCharge.SG have different human resources numbers, with SuperCharge.SG having a larger board and technicians, and PT CNC Teknika having a smaller staff. Both companies prioritize technical qualifications, continuous training, workplace safety, performance appraisals, merit awards, competitive remuneration packages, and career growth opportunities. They use HR technology for better decision- making and foster an open work culture.

Table 4. The comparison of staff (human resources)

Aspect	PT CNC Part Teknika	SuperCharge.SG
Key Personnel	Technician, sales representatives	Engineers, sales representatives, technician, management, human resources, finance & accounting, product development, legal, exporter-importer
Recruitment Focus	Experience in the CNC Industry, relevant certification, and training	Expertise in renewable energy and EV technology, sustainability and inclusion, certified engineers in technology, focusing on quality to achieve the certification standard
Development	CNC Basic and advanced training, energy efficiency training, safety first training	Employee development and engagement, training in sustainability, innovation, and continuous improvement, industry certification training, diversity and inclusion initiatives

PT CNC Part Teknika and SuperCharge.SG differ in their human resource practices and values. PT CNC Part Teknika, an Indonesian company, primarily employs technicians and sales representatives, focusing on industry experience, certifications, and training. Their development programs include basic and advanced CNC training, energy efficiency training, and safety-first training, emphasizing technical skills and safety.

SuperCharge.SG, a Singapore-based company, employs a diverse workforce, including engineers, sales representatives, technicians, and management. Their recruitment strategy focuses on renewable energy and EV technology expertise, sustainability, inclusion, and certified engineers. Their development programs include employee engagement, sustainability training, innovation, continuous improvement, industry certification, and diversity and inclusion.

Gap practice and recommendation

Gap practice and recommendation in business process

The analysis reveals strategic gaps in PT CNC Part Teknika strategy compared to SuperCharge.SG., particularly in its traditional approach to manufacturing and focus on manufacturing. SuperCharge.SG is focusing on electric vehicles and sustainable energy, requiring PT CNC Part Teknika to adapt to emerging markets and global sustainability trends.

PT CNC Part Teknika's competitive advantage lies in product variety and brand collaboration in the CNC industry, but lacks innovation compared to SuperCharge.SG's eco-friendly and technological advancements. To become more sustainable, the company should invest in research and development. PT CNC Part Teknika can learn from SuperCharge.SG's global expansion strategy and capitalize on the growing demand for renewable energy and advanced manufacturing technologies in international markets, leveraging its expertise in international waters.

Gap practice and recommendation in human resources

The analysis of Human Resources between PT CNC Part Teknika and SuperCharge.SG reveals gaps in their HR practices. PT CNC Part Teknika has a narrower scope of key personnel, focusing mainly

on technicians and sales representative roles, compared to SuperCharge.SG's wide-spanning roles. Spanning roles can improve operational capabilities and strategic planning. PT CNC Part Teknika can enhance innovation and sustainability by diversifying its recruitment scope to include expertise in renewable energy and EV technology, commitment to sustainability, and inclusivity, while SuperCharge.SG focuses on CNC industry experience and certifications.

Gap practice and recommendation in business process

The analysis reveals gaps in PT CNC Part Teknika business systems compared to SuperCharge.SG, primarily due to the latter's use of advanced technologies like remote control and integrated payment systems, which could enhance operational efficiency and service delivery.

PT CNC Part Teknika quality control relies on functional testing and parts reliability, but lacks real-time monitoring and reporting compared to SuperCharge.SG. A remote monitoring system with personalized reporting could enhance control and response to issues. Lastly, PT CNC Part Teknika customer support is reactive, lacking proactive solutions like SuperCharge.SG's smart charging scheduling and integrated payment solutions. To enhance customer satisfaction and loyalty, the company should adopt advanced diagnostic tools, real-time monitoring, and integrated services platforms.

CONCLUSION

In conclusion, while PT CNC Part Teknika has established a solid foundation in the CNC industry, the comparative analysis reveals significant opportunities for improvement by learning from SuperCharge.SG's best practices. To enhance its competitiveness and align with global industry standards, PT CNC Part Teknika should focus on expanding its market reach, diversifying its organizational structure, adopting advanced systems, and fostering a culture of sustainability and innovation. Moreover, the development of a broader range of technical and soft skills within the workforce, coupled with more integrative and collaborative leadership, will be crucial in driving these strategic enhancements and positioning PT CNC Part Teknika for long-term success and sustainable growth.

This study has certain limitations that should be acknowledged. The research primarily relies on a comparative analysis between two specific companies, which may not fully capture the diversity of practices across the broader industry. Additionally, the focus on the McKinsey 7S Framework, while comprehensive, may not account for other external factors influencing business performance, such as market dynamics and regulatory environments. Future research could expand on these findings by incorporating a wider range of companies and considering additional analytical frameworks to provide a more holistic understanding of best practices in the industry.

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