

STRATEGIC ANALYSIS OF PT. KMDS, TBK. (INDONESIA'S MONIN SYRUPS DISTRIBUTOR & IMPORTER)

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ABSTRACT

This study aim to formulate strategy for PT. KMDS, Tbk. which will be started with identify the position of the company in the market in order to know the competitive advantage in the market. After established for more than 20 years PT. KMDS, Tbk. should improve accordingly with the growth of the market. Qualitative method will be used with purposive sampling & total of 16 samples will consist at least working in managerial position & working in sales department. The samples will be covering the scope of Java & Bali island as it was the biggest contributor of national sales for company. The instrument used in this research will be questionnaires formulated from the internal & external factor analysis strategy. The data gathered then will be processed using Strategic Position And Action Evaluation (SPACE) matrix combined with the SWOT matrix thus called SWOT quadrant analysis. The result shown that according to the samples respond, PT. KMDS, Tbk. does have big score both in the internal & external factor. Detailed explanation shown that company strength overpower the weakness & opportunity also overpower the threat. Thus, it is concluded that the company position is at the 1st Quadrant which support for the aggressive strategy

Keywords: *SWOT Analysis, PT. KMDS Tbk., Strategic Analysis*

1. PREFACE

Introduction

Competition in food & beverages industry always dynamic considering the advancement of technology & birth of new player in the industry. In order to be able to compete, it is necessary to have strategy. Knowing the position of company in the market is the important step considering it will be used to create the competitive advantages to be used for attracting customer (McKechnie et al. 2008) [1]. Thus the position will determine the strategy will be created.

Strategic analysis can be done using SWOT analysis which done by evaluating from both internal and external side (Namugenyi, et al. 2019) [2]. Results from the analysis then will determine the marketing mix & will be used to sell product to market as part of the strategy (Thabit & Raewf, 2018) [3]. After established for more than 20 years, strategy of PT. Kurniamitra Duta Sentosa, Tbk. (PT. KMDS Tbk.) in the food & beverages industry need to evolve according to the market situations. Until now, PT. KMDS Tbk. already have distribution channels that covers major cities in Indonesia through distributor partners as well branch in Surabaya especially in Java, which consist of Jakarta, Bandung, Purwokerto, Jogjakarta, Semarang, & Surabaya. Products offered includes ingredients starting with powdered drinks, syrups, coffee beans, milk, & toppings for drinks. As well equipments for business such as blender & coffee machine.

Problem Formulation

Strategy came in many forms, the point of strategy is to get result from actions done by using resource owned (Stangis & Smith, 2017) [4]. With the scarcity of resource, it is important to use it efficiently. Thus in strategic management, audit is a compulsory to evaluate internal & external factor. It is done to know the company competitive advantages as well understand the risk from the market (Lehtimäki, 2016) [5].

Everyday, technology is improving & that also affect the food industry. Nowadays products that can compete in international market produced locally. Nationalism play role in product selection (Wang, 2005) [6], this will affect how they choose the ingredients used as they would like to use local product compared to imported one.

Literature Review

Management

Management is highly related to manager position, which the task or job of a manager is to help as well supervising other employees in terms of achieving goals (Schermerhorn et al. 2020) [7]. A manager has few roles which are planning, organizing, leading, & controlling (Daft, 2015) [8]. Management dictates how to achieve goal with efficient & systematically. Strategy apart from having a lot of forms, it also has a lot of definitions.

Strategy

Strategy, as told by McKeown (2019) [9] is about how we shape future. Of course the future meant is goal & how to achieve that goal, written in strategy. Detailed forms of strategy is called tactic (Ceruti et al. 2019) [10] this it is not strange we often hear strategy & tactic intertwined.

Strategic Management

Strategic management is activity that aim to choose objective & target or goal by considering the environment where the company located so that objective can be achieved using resource on hand & also ability to adapt with the changes of surrounding environment (Ansoff et al. 2018) [11]. Objectives & target or goals that mentioned can be considered as strategy. Before strategy formulates, upper management will do analysis beforehand to determine the successability of a strategy when implemented (Parnell, 2013) [12]. Explained also in book by Parnell (2013) [12] that the process of strategic management consist of few steps. Those steps generally are analysis both from internal & external factor, which from the results can be formulated into strategy. After strategy generated then the next step is to implement it. Of course the implementation need to be monitored gradually so it will align with the goals intended

Internal & External Audit

Audit started from activity of recording types & numbers of items, this activity then evolve according to the time into something that closely related to money due to the needs to guarantee that both of the parties that borrow & lend is being honest (Arter, 2003) [13]. Not only functioned as means to check, objectively audit also functioned as “warranty & consultation”

(AL Fayi, 2022) [14]. Audit can be done both internally & externally, which both done to know the situation of a company.

Score differences between internal & external factors which will be used to make SWOT analysis diagram will come from the calculation combination of Internal Factor Analysis Strategy (IFAS) & External Factor Analysis Strategy (EFAS) (Rangkuti 2019) [15]. Final goal of SWOT analysis is to understand the four elements itself (Strength, Weakness, Opportunity, Threat) & move to improve the current condition (Pandya 2017) [16].

Table 1 EFAS (External Factor Analysis Summary)

External Factor Strategy	Weight	Score		Weight x Score	Comments
Opportunity					
Threat					
Total					

Source: Rangkuti, 2019 [15]

Table 2 IFAS (Internal Factor Analysis Summary)

Internal Factor Strategy	Weight	Score		Weight x Score	Comments
Strength					
Weakness					
Total					

Source: Rangkuti, 2019 [15]

SWOT Analysis

Next Step in strategic management after analyze internal & external factor is to formulate alternative strategy. Analysis & developing method that most popular will be used to formulate strategy in 4 SWOT diagram (Sarsby, 2016) [17]. Internal factors are things that company has control of & represented as strength & weakness. External factors, in return are things that company does not have or very little control of & represented as opportunity & threat. By using SWOT Analysis, company will be able to evaluate their current position in the market (Benzaghta, 2021) [18] also will be able to determine the objectives & challenges that need to overcome (Rozmi, 2018) [19].

SWOT Matrix

The usage of SWOT Matrix is to help formulate 4 types of strategies (David & David, 2015) [20]. Combination between external & internal factor then will be able to show the formulated strategy. Strategy formulated will be used to determine which from 4 strategies is the most suitable for company.

	(S) Strengths	(W) Weakness
(O) Opportunities	Strategy SO Using internal strength to take fully advantage of opportunity	Strategy OW Reducing the internal weakness by using opportunity
(T) Threats	Strategy ST Using internal strength to anticipate upcoming threat	Strategy TW Reducing internal weakness & at the same time avoid threat from outside

Figure 1 SWOT Matrix
 Source: David & David, 2015 [20]

Strategic Position and Action Evaluation (SPACE) Matrix

After we are able to identify alternative strategies that can be done, then the next step is how to choose between those alternative strategies generated. There are 4 quadrants in SPACE Matrix that will represent which strategy that should be implemented by company (Rochmad & Iskandar, 2021) [21]. In the diagram itself, there will be 2 axis, which are Y axis that represent financial strength (FS) & also environment stability (ES) (Wardhani & Dini 2020) [22]. Although, the axis of SPACE Matrix can be adjusted according the needs of company. Hence, the Internal Factor Analysis Summary (IFAS) & External Factor Analysis Summary (EFAS) can be used as the axis for SPACE Matrix (David & David 2015) [20].

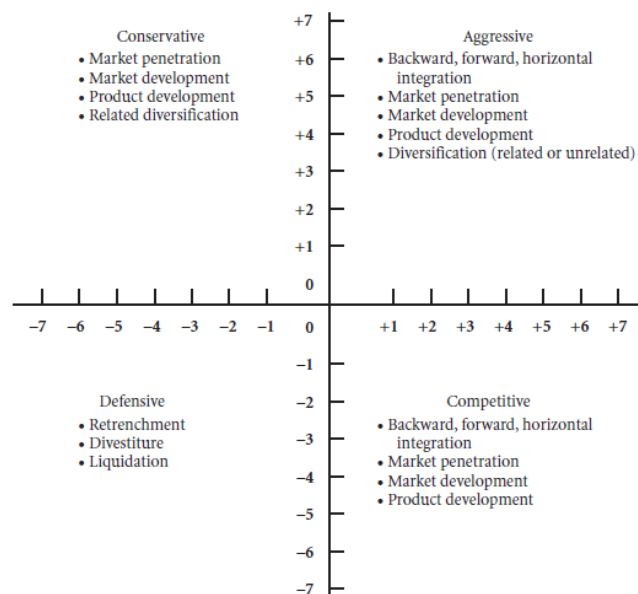


Figure 2 SPACE Matrix
 Source: David & David, 2015 [20]

SWOT Analysis Quadrant

Combination between internal & external factor will be used to consider SWOT Analysis Quadrant (Rangkuti 2019) [15]. After having the options of strategy that are able to be done by the company in the previous step, the next step is to know the position where company stand

in the SWOT analysis quadrant so that we can choose which strategy will be used by company according to the condition.



Figure 3 SWOT Analysis Quadrant
Source: Rangkuti, 2019 [15]

4-quadrant from SWOT analysis itself will represent strategy that suitable for company by considering the surrounding environment & inside of the company itself.

2. RESEARCH METHOD

This research will use qualitative method in which the researcher will do observation directly to the object that will be researched. Type of research that will be done by researcher is descriptive research which the goal of research is to give description or explanation systematically & specific. Research will be done by observing & giving explanation on one focus such as object, condition, way of thinking, or phenomenon happening right now.

The data gained from PT. Kurniamitra Duta Sentosa, Tbk. & distribution partner in other cities within Java-Bali with consist of total 16 persons representing Jakarta & the surroundings cities (Jabodetabek), Bandung, Jogjakarta, Semarang, Surabaya, & Bali. 6 persons will represent Jabodetabek, 2 persons each will represent Bandung, Jogjakarta, Semarang, Surabaya, & Bali. Observation method will be used by researcher to gather internal & external factors data. Observation aim so that researcher know directly about the data that will be used. Apart from observation method, researcher also will use interview to gather data which will be combined using questionnaire. Purposive sampling used when there is consideration beforehand to choose sample (Sugiyono 2015) [23]. Researcher want to gather strength, weakness, opportunity, threat so sales staff & manager or in higher position chosen as research sample due to their understanding about the field & company better.

Data analysis technique that will be used by researcher is by using internal & external strategy matrix. Respondent will be asked to fill rating for every factor in the matrix. Ratings then will be multiplied by weight given & summed so that total will be shown. After total form both matrix known, then coordinate will be known. The next step is to insert the coordinate into SWOT analysis quadrant. Based on the coordinate location, then we will be able to know which strategies suitable for company.

3. RESULT AND DISCUSSION

Table 3 External Strategy Matrix Factor Scores

External Strategy factor		Score																
Opportunity		Weight	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16
O1	Developing suburban in the surrounding cities	0,1	4	3	3	4	3	2	4	2	3	4	4	3	4	4	4	4
O2	Growth of F&B business that quite fast	0,1	3	4	3	4	4	1	4	3	3	4	4	4	4	4	4	4
O3	High buying power in few other cities	0,5	4	3	3	4	3	2	4	4	3	4	4	4	4	4	4	4
O4	Increase of international tourist coming to Indonesia	0,03	1	3	3	4	3	2	4	3	2	4	4	4	4	4	3	4
O5	High interest of supermarkets in imported goods	0,02	2	3	3	4	3	1	4	1	3	2	4	4	3	4	2	4
Total Opportunity		0,75	14	16	15	20	16	8	20	13	14	18	20	19	19	20	17	20
Threat		Weight	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16
T1	Increasing number of competitors	0,05	1	1	2	1	3	1	2	1	1	1	1	4	1	2	2	4
T2	Aggressiveness of competitors	0,1	1	1	1	1	2	2	2	1	1	1	4	1	1	2	4	1
T3	High Inflation rate	0,02	2	2	1	1	3	2	2	2	2	1	4	1	2	2	3	1
T4	Halal & BPOM regulation that keep changing	0,03	3	2	2	1	3	1	1	2	2	1	4	1	1	1	3	1
T5	Shipping estimation from overseas that unstable	0,05	2	2	2	1	3	1	1	1	2	1	4	1	2	2	4	1
Total Threat		0,25	9	8	8	5	14	7	8	7	8	5	20	5	8	9	18	5
Total EFE		1																

Source: Researcher

Table 4 Score X Weight External Strategy Matrix Factor

External Strategy factor		Score X Weight																TOTAL	Mean
Opportunity		R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16		
O1	Developing suburban in the surrounding cities	0,40	0,30	0,30	0,40	0,30	0,20	0,40	0,20	0,30	0,40	0,40	0,30	0,40	0,40	0,40	0,40	5,50	0,34
O2	Growth of F&B business that quite fast	0,30	0,40	0,30	0,40	0,40	0,10	0,40	0,30	0,30	0,40	0,40	0,40	0,40	0,40	0,40	0,40	5,70	0,36
O3	High buying power in few other cities	0,40	0,30	0,30	0,40	0,30	0,20	0,40	0,40	0,30	0,40	0,40	0,40	0,40	0,40	0,40	0,40	5,80	0,36
O4	Increase of international tourist coming to Indonesia	0,10	0,30	0,30	0,40	0,30	0,20	0,40	0,30	0,20	0,40	0,40	0,40	0,40	0,40	0,30	0,40	5,20	0,33
O5	High interest of supermarkets in imported goods	0,20	0,30	0,30	0,40	0,30	0,10	0,40	0,10	0,30	0,20	0,40	0,40	0,30	0,40	0,20	0,40	4,70	0,29
Total Opportunity		1,4	1,6	1,5	2	1,6	0,8	2	1,3	1,4	1,8	2	1,9	1,9	2	1,7	2	26,90	1,68
Threat		R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16		
T1	Increasing number of competitors	0,05	0,05	0,10	0,05	0,15	0,05	0,10	0,05	0,05	0,05	0,20	0,05	0,10	0,10	0,20	0,05	1,40	0,09
T2	Aggressiveness of competitors	0,05	0,05	0,05	0,05	0,10	0,10	0,10	0,05	0,05	0,05	0,20	0,05	0,05	0,10	0,20	0,05	1,30	0,08
T3	High Inflation rate	0,10	0,10	0,05	0,05	0,15	0,10	0,10	0,10	0,10	0,05	0,20	0,05	0,10	0,10	0,15	0,05	1,55	0,10
T4	Halal & BPOM regulation that keep changing	0,15	0,10	0,10	0,05	0,15	0,05	0,05	0,10	0,10	0,05	0,20	0,05	0,05	0,15	0,05	0,15	1,45	0,09
T5	Shipping estimation from overseas that unstable	0,10	0,10	0,10	0,05	0,15	0,05	0,05	0,05	0,10	0,05	0,20	0,05	0,10	0,10	0,20	0,05	1,50	0,09
Total Threat		0,5	0,4	0,4	0,3	0,7	0,4	0,4	0,4	0,3	1	0,3	0,4	0,5	0,9	0,3	7,20	0,45	
Total EFE																		34,10	2,13

Source: Researcher

Table 5 Internal Strategy Matrix Factor Scores

Internal Factor Strategy		Score																
Strength		Weight	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16
S1	Strong distribution channel	0,2	4	4	3	4	4	1	4	3	4	4	4	4	4	4	4	4
S2	Brands sold already known by customer	0,2	3	4	3	4	3	1	4	4	3	4	4	4	4	4	3	4
S3	Sole importer for known products	0,02	3	3	3	4	3	1	4	4	4	4	4	4	4	2	4	3
S4	Public listed company	0,02	2	2	3	4	3	1	4	1	2	4	4	3	2	2	4	3
S5	Multiple brands sold by company	0,05	3	3	2	4	3	1	4	3	2	2	3	4	3	2	4	3
Total Strength		0,49	15	16	14	20	16	5	20	15	15	18	19	19	17	14	19	17
Weakness		Weight	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16
W1	Insufficient number of manpower	0,1	2	1	2	1	3	2	1	1	1	1	4	2	1	1	4	1
W2	Insufficient warehouse capacity	0,03	2	2	2	1	3	2	1	1	2	1	4	1	2	1	4	3
W3	Few number of high quality manpower	0,1	1	1	2	1	3	1	1	1	2	1	4	1	2	4	4	1
W4	Long & tedious procedure	0,25	2	1	4	1	3	1	1	1	1	1	3	2	1	4	3	1
W5	Outdated system	0,03	1	3	2	1	3	1	1	4	2	1	4	2	2	1	4	3
Total Weakness		0,51	8	8	12	5	15	7	5	8	8	5	19	8	8	11	19	9
Total IFE		1																

Source: Researcher

Table 6 Score X Weight Internal Strategy Matrix Factor

Internal Factor Strategy		Score x Weight																TOTAL	Mean
Strength		R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16		
S1	Strong distribution channel	0,80	0,80	0,60	0,80	0,80	0,20	0,80	0,60	0,80	0,80	0,80	0,80	0,80	0,80	0,80	0,80	11,80	0,74
S2	Brands sold already known by customer	0,60	0,80	0,60	0,80	0,60	0,20	0,80	0,80	0,60	0,80	0,80	0,80	0,80	0,80	0,60	0,80	11,20	0,70
S3	Sole importer for known products	0,60	0,60	0,60	0,80	0,60	0,20	0,80	0,80	0,80	0,80	0,80	0,80	0,40	0,80	0,60	0,80	10,80	0,68
S4	Public listed company	0,40	0,40	0,60	0,80	0,60	0,20	0,80	0,20	0,40	0,80	0,80	0,60	0,40	0,40	0,80	0,60	8,80	0,55
S5	Multiple brands sold by company	0,60	0,60	0,40	0,80	0,60	0,20	0,80	0,60	0,40	0,40	0,60	0,80	0,60	0,40	0,80	0,60	9,20	0,58
Total Strength		3,00	3,20	2,80	4,00	3,20	1,00	4,00	3,00	3,00	3,60	3,80	3,80	3,40	2,80	3,80	3,40	51,80	3,24
Weakness		R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16		
W1	Insufficient number of manpower	0,20	0,10	0,20	0,10	0,30	0,20	0,10	0,10	0,10	0,10	0,40	0,20	0,10	0,10	0,40	0,10	2,80	0,18
W2	Insufficient warehouse capacity	0,20	0,20	0,20	0,10	0,30	0,20	0,10	0,10	0,20	0,10	0,40	0,10	0,20	0,10	0,40	0,30	3,20	0,20
W3	Few number of high quality manpower	0,10	0,10	0,20	0,10	0,30	0,10	0,10	0,10	0,20	0,10	0,40	0,10	0,20	0,40	0,40	0,10	3,00	0,19
W4	Long & tedious procedure	0,20	0,10	0,40	0,10	0,30	0,10	0,10	0,10	0,10	0,10	0,30	0,20	0,10	0,40	0,30	0,10	3,00	0,19
W5	Outdated system	0,10	0,30	0,20	0,10	0,30	0,10	0,10	0,40	0,20	0,10	0,40	0,20	0,20	0,10	0,40	0,30	3,50	0,22
Total Weakness		0,80	0,80	1,20	0,50	1,50	0,70	0,50	0,80	0,80	0,50	1,90	0,80	0,80	1,10	1,90	0,90	15,50	0,97
Total IFE																		67,30	4,21

Source: Researcher

According to result from interviews with corresponding samples, we then can get numbers for the average total of EFAS which is 2.13. From the total average, opportunity has score 1.68 & threat 0.45. Thus we can see that opportunity score is bigger compared to threat. This indicates that external environment for PT. KMDS Tbk. still has big opportunities & can be used by company to keep growing.

According to result from interviews with corresponding samples, we then can get number for the average of total IFAS which is 4.21. The total for company strength is 3.24 & weakness is 0.97. Thus we can conclude that the company strength right now is bigger than the weakness. Thus company right now can do development considering the capital from inside of the company is supporting.

Table 7 PT. KMDS Tbk. SWOT Matrix

	(S) Strengths (Kekuatan)	(W) Weakness (Kelemahan)
	1. Strong distribution channel 2. Brands sold already known by customer 3. Sole importer for known products 4. Public listed company 5. Multiple brands sold by company	1. Insufficient number of manpower 2. Insufficient warehouse capacity 3. Few number of high quality manpower 4. Long & tedious procedure 5. Outdated system
(O) Opportunities (Peluang)	SO Strategy	OW Strategy
1. Developing suburban in the surrounding cities 2. Growth of F&B business that quite fast 3. High buying power in few other cities 4. Increase of international tourist coming to Indonesia 5. High interest of supermarkets in imported goods	1. Distribution expansion (S1,O1,O3) 2. Increase number of supermarkets selling products of PT KMDS Tbk (S3,O5) 3. Propose products intensively to customer (S2,O2,O5)	1. Adding more of high quality manpower (W1,W3,O2) 2. Increase warehouse capacity (W2,O2) 3. Simplify the procedure for new customer (W4,W5,O2)
(T) Threats (Ancaman)	ST Strategy	TW Strategy
1. Increasing number of competitors 2. Aggressiveness of competitors 3. High Inflation rate 4. Halal & BPOM regulation that keep changing 5. Shipping estimation from overseas that unstable	1. Increase the frequency of promotions to be the market leader (S2,T1,T2) 2. Build public trust by doing frequent CSR (S2,S4,T2) 3. Propose other brands sold by PT KMDS Tbk (S5,T1,T2)	1. Defend the existing customer from competitors (W1,W3,T1,T2) 2. Maintain stock availability of top selling item (W1,T1,T2,T5)

Source: Researcher

According to points from external & internal factor, we can formulate 4 strategies that suitable for company. Those strategies are SO, OW, ST, & TW. Each of the strategy has their own goals

so it can adapt to field condition. One of the form of competitive advantage is with having quality manpower so company can increase efficiency as well their competitiveness in the market (Agusman et. al, 2019) [24].

From the recap of external & internal factor, we can get the score that will be the the anchor for company position in SWOT diagram. Company position in one of the quadrants will determine which strategy will be chosen for future. According to results from internal & external matrix factor of PT. KMDS Tbk., it is known that the results are as follows:

1. Strength: 3.24
2. Weakness: 0.97
3. Opportunity: 1.68
4. Threat: 0.45

To know the coordinate point in SWOT analysis quadrant, calculations need to be done beforehand as follows:

1. Balance between strength & weakness
 $\text{Strength} - \text{weakness} = 3.24 - 0.97 = 2.27$
2. Balance between opportunity & threat
 $\text{Opportunity} - \text{threat} = 1.68 - 0.45 = 1.23$

According to the calculations above, then we can get the coordinate point in SWOT analysis quadrant which is (1.23 ; 2.27) which then we can input into quadrant & hence we can get picture as follows

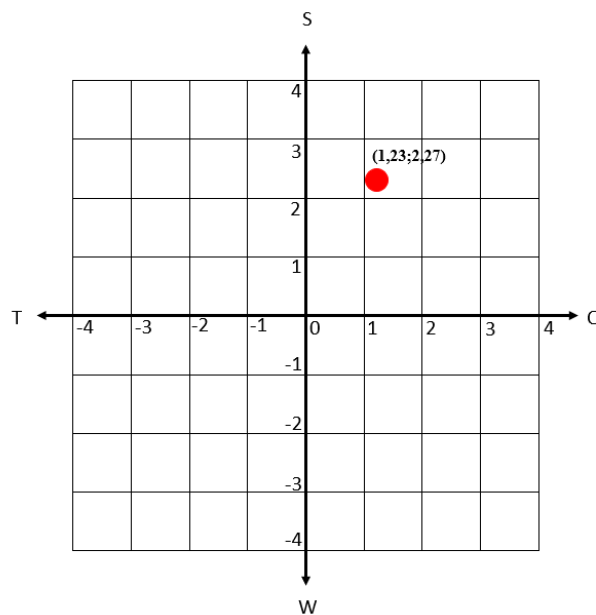


Figure 4 SWOT Analysis Quadrant Result of PT. KMDS Tbk.
Source: Researcher

It can be seen in the SWOT analysis quadrant, PT. KMDS Tbk. is located in 1st quadrant which in this quadrant strategy that advised is to use aggressive strategy. According to companys location in SWOT analysis quadrant, the SWOT Matrix that can be used is SO strategy which there will be 3 points formulated by researcher beforehand:

1. Distribution expansion
2. Add number of supermarket selling PT. KMDS Tbk.

3. Offer product to potential customer intensively

With knowing of a brand product quality, it will help in pushing the consumer decision making during purchase (Maupa, H. 2019) [25]. Thus company can get the benefits from brand of product sold.

4. CONCLUSIONS & RECOMMENDATIONS

From problem identification proposed & research done, we can conclude it as follows:

1. Total weight owned by company strength is 0.49 & weakness is 0.51.
2. Total weight owner by company opportunity is 0.75 & threat is 0.25.
3. External factor strategy matrix shown that opportunity has higher score compared to threat, thus company still able to grow.
4. Internal factor strategy matrix shown that strength has higher score compared to weakness, thus company has capital to compete.
5. In SWOT analysis quadrant, company located at 1st quadrant which strategies that can be implemented by company is aggressive strategies to grow by taking advantage of opportunity present in the market using strength from inside company to achieve it.
6. According to companys location in SWOT analysis quadrant, the SWOT Matrix that can be used is SO strategy which there will be 3 points formulated by researcher beforehand:
 - a. Distribution expansion
 - b. Add number of supermarket selling PT. KMDS Tbk.
 - c. Offer product to potential customer intensively.

Company can consider to expand their distribution in hoping that consumer can access the product easier, especially the one located at outskirts of big cities. Not only that, by adding number of supermarkets selling products PT. KMDS Tbk., the number of consumer know about brand sold by the company will also grow. Then with proposing product to potential customer intensively, it will in increase the number of sales.

Next research regarding strategic analysis of PT. KMDS Tbk. can be done by increasing the scope of study into 1 Indonesia. Not only that, for future research also can be combined with other method such as QSPM (Quantitative Strategic Planning Matrix) & also AHP (Analytical Hierarchy Process).

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