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## Competitive Strategy of PT. XYZ Through SWOT Analysis in the Digital Era

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**Abstract:** This study aims to formulate an effective competitive strategy for PT. XYZ in facing industry challenges in the digital era. The object of the research is PT. XYZ, a furniture company that manufactures sofas and mattresses for the domestic and export markets, is currently facing competitive pressure from the growing number of competitors and the shift in consumer preferences to digital platforms. The method used in this study is qualitative descriptive with a case study approach, through data collection from literature studies and observation of the company's digital business activities. The analysis is carried out using SWOT tools to identify internal factors in the form of strengths and weaknesses, as well as external factors in the form of opportunities and threats that affect the company's competitiveness. The results of the study show that PT. XYZ has strength in product quality and production capacity, but is still weak in terms of digitalization and online marketing. Opportunities arise from the development of e-commerce and the increasing demand for quality household products, while threats come from more agile digital competitors and rapid changes in consumer trends. The proposed strategies include increasing the digitization of business processes, strengthening brand identity through digital media, and developing innovative products based on digital market trends. This strategy is expected to be able to strengthen the competitive position of PT. XYZ in both national and global markets.

**Keywords:** Competitive strategy, SWOT analysis, digital transformation, PT XYZ, Company competitiveness

## INTRODUCTION

PT. XYZ is one of the largest and most integrated food and beverage companies in Indonesia. With a very wide product portfolio, PT. XYZ has succeeded in firmly instilling its brand in the lives of the Indonesian people. Products such as Indomie, Supermi, Pop Mie, Chitato, Lays, and Indomilk are clear examples of the dominance of the PT. XYZ known across generations. Not only serving the domestic market, PT. XYZ is also actively expanding into the international market by exporting products to various countries and establishing strategic cooperation with global partners.

However, PT. XYZ is not free from challenges. In recent years, companies have faced pressure from various directions, ranging from fluctuations in the prices of raw materials such as wheat, palm oil, and milk, to fierce competition with global products entering the Indonesian market at competitive prices. In addition, the shift in consumer preferences towards healthier and more environmentally friendly products is a challenge in itself that requires rapid adaptation in the production process, product formulation, and marketing. No less important, digital disruption and information technology advances also demand PT. XYZ to continue to transform, both in terms of marketing, distribution, and supply chain management.

This situation underscores the importance of a comprehensive, adaptive, and long-term oriented competitive strategy. The strategy must be able to answer external dynamics without ignoring the company's internal potential and constraints. In this context, SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis becomes a relevant strategic approach to use. The SWOT analysis will assist the company in identifying strengths such as production capacity, extensive distribution network, and brand strength; as well as internal weaknesses such as limitations in healthy product innovation or dependence on certain raw materials. On the external side, opportunities such as increased consumption of products in practical packaging, the growth of e-commerce, and awareness of local brands can be strategically utilized. On the other hand, threats such as foreign competitors, inflation, and regulatory instability need to be anticipated with the right policies.

Based on the background of the problem, the purpose of writing is as follows:

1. To examine the strategy of competing in the digital era at PT XYZ
2. To study the SWOT analysis on PT XYZ
3. To review the SO, ST, WO and WT strategies at PT XYZ

## **METHOD**

This study uses a descriptive qualitative approach with a literature study method. This approach was chosen because the main focus of the research is to analyze and understand the competitive strategies of PT. XYZ is in-depth based on secondary data sourced from literature, company documents, annual reports, scientific articles, journals, industry news, and other reliable publications relevant to the research topic. Literature studies are carried out through searching, reading, and assessment of theoretical references related to competitive strategies, SWOT analysis, and the dynamics of the food and beverage industry, especially in the context of multinational companies such as PT. XYZ. The purpose of this literature review is to build a comprehensive and scientific framework of thinking in formulating competitive strategies that are appropriate to the actual conditions of the company. In addition, this study uses SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis tools to identify internal and external factors that affect the strategic position of PT XYZ.

## **RESULTS AND DISCUSSION**

Based on the background, objectives and methods, the results of this article are as follows:

### **1. Competitive Strategy in the Digital Era at PT XYZ**

#### **Strategies to Compete in the Digital Era**

Competitive strategy in the digital era is a managerial approach used by companies to gain a competitive advantage by taking advantage of the development of digital technology to the fullest. In this context, the strategy is not only focused on achieving cost efficiency or product differentiation as in traditional theories, but also includes the company's ability to integrate information technology, communication, and data in overall business decision-making. The digital era is characterized by rapid changes, disruption of innovation, and shifts in people's consumption patterns that demand adaptive and innovative responses from the

business world. Therefore, competitive strategies must be designed to be able to answer these challenges by optimizing digital potential—such as automation, artificial intelligence, big data analytics, digital platforms, and social media—to support the achievement of business goals effectively and efficiently. The digital competitive strategy also focuses on the company's ability to create personalized and valuable customer experiences through a technology-based approach.

In this case, the use of technology is not only to support operational processes, but also to be a strategic resource that determines the company's advantages over its competitors. Companies that are successful in executing digital strategies will be more responsive to market changes, faster in innovation, and able to create stronger relationships with their consumers. Thus, the competitive strategy in the digital era can be understood as a comprehensive approach that unites business vision with technological transformation, where the main goal is to increase competitiveness, answer industrial disruptions, and ensure business continuity in an increasingly complex and digital-based business environment.

Competitive Strategies in the Digital Era has been the focus of extensive studies in the world of management and has been thoroughly researched by various researchers before. Among them are Firmansyah, P. D., & Ali, H. (2024), Pratiwi, N. P., & Ali, H. (2023), Suleman, D., Ali, H., Nusraningrum, D., & Ali, M. M. (2020).

## **2. SWOT Analysis on PT XYZ**

### **The Strength of PT. XYZ**

The company has a number of strategic advantages that are the main basis for maintaining and strengthening its position in the midst of competition in the food and beverage industry, especially in the digital era. One of the company's main strengths is the ability to maintain high and stable product quality, which has been proven to be able to meet the expectations and needs of consumers from various circles. This is inseparable from the use of quality raw materials and the application of strict production standards, which consistently ensure the quality and reliability of products in the market. The company also has a wide and diverse product portfolio, covering various categories such as instant noodles, snacks, dairy products, beverages, and agribusiness. This diversity provides high flexibility for companies to adapt to changing market needs and reach out to various consumer segments effectively. This ability is an important asset in maintaining product relevance in the midst of evolving trends and lifestyles.

In addition, a wide and well-organized distribution network, both in the domestic and export markets, is a supporting factor for the company's success. With the support of a strong distribution infrastructure, the company is able to ensure the equitable availability of products in various regions, while expanding the market reach in a sustainable manner. This not only strengthens the Company's position in the country, but also increases its competitiveness potential in the international arena.

The strength in PT. XYZ has been the focus of extensive studies in the world of management and has been extensively researched by various researchers before. Among them are: Mulyana, A. P., & Ali, H. (2024), Shobirin, M., & Ali, H. (2019), Putri, D. G., & Ali, H. (2024).

### **The weakness of PT. XYZ**

Despite its various advantages, the Company also faces a number of internal constraints that can limit the effectiveness of its competitive strategy, especially in the digital context. One of the main challenges is that the digitalization process is not completely evenly distributed in all operational aspects, so that the use of digital technology, both in the fields of marketing, distribution, and customer data management, is still not optimal. In addition, the company's

interaction with consumers through digital platforms is still limited, so the company has not been able to maximize the potential for engagement that can increase loyalty and understanding of market needs in real-time. These limitations also have an impact on the effectiveness of digital-based marketing strategies, especially in reaching the younger generation who are increasingly active in cyberspace. The company also has a considerable dependence on the domestic market, where most of the revenue still comes from domestic consumption. This condition is at high risk if there is national economic instability, changes in people's purchasing power, or government policies that can affect overall market demand.

Kelemaiain paidai PT. XYZ has been the focus of extensive studies in the world of management and has been extensively researched by various researchers before. Among them are: Zahran, R., & Ali, H. (2020), Anom, S., & Ali, H. (2024), Maisharoh, T., & Ali, H. (2020).

#### The opportunities of PT. XYZ

Digital transformation and changing consumer behavior today provide the Company with a wide range of strategic opportunities to increase competitiveness and expand market share. The rapid development of e-commerce and digital marketing platforms allows companies to reach consumers more directly, quickly, and efficiently. By utilizing consumer data obtained through digital channels, the Company can develop products that are more in line with customer needs and preferences. In addition, the trend of people who are starting to prioritize a healthy lifestyle opens up opportunities to develop new products that are healthier and more environmentally friendly. The market for organic, low-calorie, and low-preservative products continues to grow, providing space for PT. XYZ to diversify products that are more adaptive to changes in consumption patterns. Other opportunities come from the possibility of partnerships with digital platforms, technology companies, and digital-based logistics providers. This collaboration can strengthen the distribution process and accelerate the company's digital transformation, both in operations and consumer services. Not only that, the Company can also take advantage of the development of cross-border digital trade to expand the reach of products to the global market, especially with the support of the Indonesian diaspora community abroad.

To be replaced by PT. XYZ has been the focus of extensive studies in the world of management and has been extensively researched by various researchers before. Among them are: Darmawan, K. P., & Ali, H. (2024), Ramadhanti, N. A., & Ali, H. (2024), Suleman, D., Ali, H., Nusraningrum, D., & Ali, M. M. (2020),

#### The threat of PT. XYZ

On the other hand, PT. XYZ must be ready to face various external challenges that can hinder the company's growth rate and digital transformation. One of the main threats is the increasing level of competition, both from large international companies and local players who are more agile in utilizing digital technology to market their products. In addition, changes in consumer preferences that are increasingly complex and critical to health, sustainability, and production ethics issues can be a challenge for PT. XYZ if it is not able to adapt quickly. Today's consumers tend to choose products that are not only tasty and practical, but also safe, healthy, and produced responsibly for the environment and society. In addition, uncertainty about government policies and regulations, especially in the fields of food safety, consumer data protection, and digital taxes, can be an additional burden that affects the smooth operation and business strategy of companies. Companies must also be aware of cybersecurity risks, especially in terms of customer data protection, digital transaction security, and information system integrity which are increasingly complex as digital transformation is carried out.

Alncaimain paidai PT. XYZ telah in the aijairi mop seselai seseluiruih by the researcher Angelita, N., & Ali, H. (2024), Sari, V. N., & Ali, H. (2019), Mirza, M., & Ali, H. (2020).

### 3. SO, ST, WO and WT strategies at PT XYZ

Based on the background and SWOT analysis results, PT has the main advantage in high product quality, but still faces challenges in brand recognition in the international market. Great opportunities come through technological advancements, especially digitalization and e-commerce, which can be leveraged to expand market reach. Meanwhile, the increasingly fierce competition in the industry requires companies to continue to innovate and maintain operational efficiency. Table 1 summarizes the SWOT strategies that can be applied by PT XYZ based on the results of the analysis:

**Table 1.** SWOT Analysis

<div>INTERNAL EXTERNAL</div>	STRENGTH	WEAKNESSES
	STRENGTH-OPPORTUNITY Expand product distribution through domestic and international e-commerce channels	WEAKNESSES- OPPORTUNITY Build digital interactions with consumers through social media and applications
	STRENGTH-THREATS Maintaining quality and production efficiency as operational excellence	WEAKNESSES- THREATS Evaluate and restructure the organization to be ready for digital disruption and new regulations

#### **Strategy SO** (*Strength - Opportunity*):

This strategy was designed to expand product distribution through domestic and international e-commerce channels

#### **Strategi ST** (*Strength – Threats*)

This strategy is dictated to build digital interaction with consumers through social media and applications

#### **Strategi WO** (*Weaknesses – Opportunity*)

This strategy is designed to maintain quality and production efficiency as operational excellence

#### **Strategi WT** (*Weaknesses – Threats*)

This strategy is designed to evaluate and restructure the organization to be ready to face digital disruption and new regulations

### **Discussion**

Based on theoretical studies and related articles, SWOT analysis is the right tool to strategize by examining the company's strengths, weaknesses, opportunities, and threats. This analysis plays a role in maximizing potential and opportunity while reducing the risk of weaknesses and threats. That way, the company is able to make the right strategic decisions and increase its competitiveness.

### **SWOT Analysis**

SWOT analysis is a method to identify and evaluate the Strengths, Weaknesses, Opportunities, and Threats that an organization or company has. The goal is to help formulate effective strategies by maximizing strengths and opportunities and minimizing weaknesses and threats. This analysis is commonly used in business planning and strategic decision-making.



1. **Strengths**, are positive internal factors that a company has, such as superior resources, specialized expertise, good reputation, advanced technology, or a strong distribution network. This strength is the main capital that must be maintained and developed to compete.
2. **Weaknesses**, Negative internal factors that limit the company's capabilities, such as limited resources, inefficient business processes, less innovative products, or poor management. These weaknesses need to be recognized and corrected so as not to hinder the company's development and growth.
3. **Opportunities**, External factors that a company can use to gain profits, such as evolving market trends, new technologies, favorable regulatory changes, or increasing consumer needs. This opportunity must be addressed quickly so that it can become a competitive advantage for the company.
4. **Threats**, External factors that have the potential to harm the company, such as increasingly fierce competition, changes in government policies, unstable economic conditions, or changes in consumer preferences that are not compatible with the company's products. These threats must be anticipated and managed so that their impact can be minimized and do not interfere with business continuity.

The SWOT analysis was conducted in the study by researchers in the study of the Ajjairi Fish Survey in Aintairainyai aPratama, D. R., & Ali, H. (2023), Aulia, R. Z., & Ali, H. (2025), Munawar, N. A., & Ali, H. (2017).

**Table 2.** SWOT Strategy

<b>Internal Factors</b> <b>External Factors</b>	<b>Strength</b> 1. High product quality 2. Diversified portfolio 3. Wide distribution 4. Local brand reputation	<b>Kelemahan (weaknesses)</b> 1. Digitalization is not yet optimal 2. Limited digital interaction 3. Dependence on the domestic market 4. International brands are not yet strong
<b>Peluang (Opportunity)</b> 1. Growth of e-commerce 2. Digital export potential 3. Technology partnerships 4. Healthy lifestyle trends	<b>Strength Strategy – Opportunity</b> 1. Expand product reach through e-commerce platforms by leveraging an extensive distribution network. 2. Developing healthy and environmentally friendly product lines based on the strength of quality and product innovation. 3. Partnering with digital and logistics platforms to improve global distribution efficiency. 4. Improve digital marketing campaigns to strengthen the brand's position in the international market.	<b>Weakness-Opportunity Strategy</b> 1. Increasing the digitization of business processes, from production to marketing through e-commerce. 2. Optimize the use of social media and CRM to build long-term relationships with consumers. 3. Leveraging digital export opportunities to reduce dependence on the domestic market. Integrate data analytics and AI to understand consumer trends and behavior in real-time.
<b>Threats</b> 1. Fierce industry competition 2. Changing consumer preferences 3. Regulatory uncertainty 4. Digital security threats	<b>Strength-Threat Strategy</b> 1. Carry out product differentiation (flavor variation, eco-friendly packaging, etc.) to face stiff competition. 2. Invest in production technology to improve	<b>Weakness Strategy – Threat</b> 1. Improving the digital literacy of human resources and recruiting digital talents to support business transformation.

	efficiency and cost competitiveness. 3. Develop global operational standards to anticipate uncertainty in export regulations. 4. Strengthen the brand's image as a global quality local product through culture-based campaigns.	2. Build a risk management system that is adaptive to market and regulatory changes. 3. Establish stricter quality control and product safety as per international standards. 4. Conduct sharper market segmentation to target consumers with specific preferences.
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This SWOT strategy is as follows:

1. Strategi SO (*Strength - Opportunity*)

- a. Expand product reach through e-commerce platforms by utilizing a wide distribution network: With distribution power, companies can sell products more widely and quickly through digital marketplaces such as Tokopedia, Shopee, and Amazon.
- b. Developing healthy and environmentally friendly product lines based on the strength of quality and product innovation: The company utilizes innovation and product quality to create healthy food/beverages and eco-friendly packaging according to healthy lifestyle trends.
- c. Partnering with digital and logistics platforms to improve global distribution efficiency: Partnering with logistics and technology companies (such as Gojek, JNE, or smart warehouses) to accelerate shipments and expand global market reach.
- d. Improve digital marketing campaigns to strengthen the brand's position in the international market: Strengthen the brand through social media, digital advertising, influencers, and SEO to increase product visibility overseas.

2. Strategi ST (*Strength – Threats*)

- a. Differentiating products (flavor variations, eco-friendly packaging, etc.) to face stiff competition: Creating unique flavor variations, sizes, and packaging to highlight an advantage over competitors in a competitive market.
- b. Invest in production technology to improve efficiency and cost competitiveness: Using modern machines and automation to reduce costs and increase production capacity to be competitive in terms of price and quality.
- c. Develop global operational standards to anticipate export regulatory uncertainty: Develop international procedures and certifications (such as ISO, HACCP) to be ready for export regulations in various countries.
- d. Strengthen the brand's image as a local product of global quality through culture-based campaigns: Elevate elements of local culture (e.g. Indonesian flavors) but are packaged in a modern way to appeal to global consumers.

3. Strategi WO (*Weaknesses – Opportunity*)

- a. Improving the digitization of business processes, from production to marketing through e-commerce: Leveraging digital technologies in production, warehousing, and marketing to cover efficiency weaknesses and accelerate business growth.
- b. Optimize the use of social media and CRM to build long-term relationships with consumers: Use Instagram, TikTok, and customer management systems to establish more personalized and loyal communication with consumers.
- c. Leveraging digital export opportunities to reduce dependence on the domestic market: Selling products through digital export platforms (such as Alibaba or Amazon Global Selling) to reach overseas markets without large investments.

- d. Integrating data analytics and AI to understand consumer trends and behavior in real-time: Using big data and artificial intelligence to understand consumption patterns, optimize stocks, and design data-driven marketing strategies
4. Strategi WT (*Weaknesses – Threats*)
    - a. Improving HR digital literacy and recruiting digital talent to support business transformation: Train employees to be tech-savvy and attract digitally savvy young workforce to drive transformation.
    - b. Build a risk management system that is adaptive to market and regulatory changes: Develop a rapid response strategy to market changes, inflation, raw material crises, and new regulations.
    - c. Establish stricter product quality and safety control in accordance with international standards: Improve quality control from upstream to downstream to keep products safe and compliant with international export standards.
    - d. Perform sharper market segmentation to target consumers with specific preferences: Divide the market based on preferences (e.g. vegetarian, premium, economical) to make marketing strategies more targeted.

There are several alternative strategies that are adjusted to the results of environmental analysis, both from internal and external aspects. This strategy is expected to provide a clearer picture and direction of the company's efforts in dealing with changes in the current business environment.

The SWOT strategy has been thoroughly studied by previous researchers in aintairainyai a: Sudiantini, D., & Hadita, S. P. (2022), Sudiantini, D. (2023), Yeni, F., Erwin, G., & Ali, H. (2019).

### **Competitive Strategy**

Fred R. David sees competitive strategy as part of strategic management, which aims to create a competitive advantage for organizations. Competitive strategy is an organization's way of dealing with competitive pressures, capitalizing on opportunities, and maximizing internal strengths. Fred R. David not only highlights strategy choices (such as differentiation or low cost), but also emphasizes that the process of managing strategies systematically and continuously is key to an organization's success. Competitive strategies must be able to: Use internal resources efficiently, Respond to external environments, Lead to Long-term goals. Fred R. David emphasizes on three stages of strategy:

1. Strategy formulation is the initial process in strategic management, where the organization analyzes external and internal conditions, then formulates the most appropriate strategy to achieve long-term goals.
2. Strategy Implementation, Strategy implementation is the stage of implementing a strategic plan into a real action in organizational operations. This is the most challenging stage as it involves changes in organizational structure, culture, and behavior.
3. Strategy Evaluation, Strategy evaluation is the process of assessing the results of the strategy that has been implemented, as well as ensuring that the strategy is still appropriate and relevant to the latest situation.

Competitive Strategies have been thoroughly studied by previous researchers, in aintairainyai a: Mutaqin, A. Z., Ali, H., & Khan, M. A. (2024), Ahmad, A. S., & Ali, H. (2025), Salsabilla, P. J., & Ali, H. (2024).



## **Competitive Strategies to Gain a Competitive Advantage**

### **1. Cost Leadership (Kepemimpinan Biaya)**

An approach to business competition that emphasizes the ability of a company to produce goods or services at the lowest possible cost compared to its competitors in the same industry. This strategy not only focuses on setting low selling prices, but also reflects consistent and comprehensive efforts to improve operational efficiency, reduce unnecessary expenses, and optimize the use of all the resources the company has. In carrying out this strategy, the company will strive to achieve efficiency through various ways, such as increasing production economies (economies of scale), simplifying work processes, utilizing technology for automation, carefully procuring raw materials, and implementing strict cost control across work units. The goal is to create a lower total cost structure, which ultimately allows the company to offer products to consumers at a more competitive price, while still maintaining a quality that is acceptable to the market.

With these lower prices, companies can attract more consumers, especially those who are very price-sensitive, as well as increase market share. This strategy also gives companies an edge in the face of pressure from competitors, the threat of substitute products, and bargaining power from suppliers and customers alike. In the long run, companies that manage to maintain their position as cost leaders can enjoy higher profitability because they are able to sell in large volumes while still maintaining profit margins. However, to keep this strategy effective and not easy to replicate, companies must continue to innovate in ways to streamline production processes, manage supply chains, and adopt technologies that support productivity. In other words, cost leadership is a reflection of high managerial discipline, a focus on efficiency, and an ongoing commitment to value creation through cost control, without disregarding customer quality and needs.

### **2. Differentiation (Pembedaan Produk)**

Companies that implement differentiation strategies typically focus on product innovation, continuous quality improvement, attractive and original design, and improved customer service. In addition, this strategy also often involves building a strong and characterful brand, as a consistent and easily recognizable brand identity can be one of the most effective forms of differentiators in a competitive market. With strong differentiation, companies have a great opportunity to capture the attention of more specific consumer segments, build high customer loyalty, and expand market share without having to get caught up in a price war. Consumers who feel that the product represents their needs, preferences, or lifestyle more accurately, are more likely to be loyal and less likely to switch to another brand even if competitors offer lower prices.

However, the implementation of this strategy is not without challenges. Differentiation requires high costs, both in terms of product development, marketing, and in maintaining the quality and consistency of service. If not executed carefully, the differentiating value offered may not be considered important by the market, or even easily replicated by more aggressive and adaptive competitors. For this reason, differentiation strategies require a deep understanding of market dynamics, consumer behavior, and emerging trends. Only by understanding what customers truly value can companies design offers that are truly unique and relevant. This strategy must also continue to be evaluated and adjusted so that the differentiation that has been built remains relevant and competitive in the long run. In other words, differentiation is not only about creating a difference, but also about providing meaningful added value, creating rational and emotional reasons for consumers to choose and stick, and building a strong brand image that is able to withstand stiff competition.

### **3. Focus Strategy (Strategi Fokus)**

An approach in the business world where a company chooses to direct all its resources, attention, and capabilities to a specific and limited market segment. Unlike strategies that

seek to serve the entire market in general, this strategy emphasizes the importance of specialization in serving certain groups of consumers who have unique needs, preferences, or characteristics that cannot be optimally met by competitors who target the market at large. Companies that implement a focus strategy seek to deeply understand what those small market segments really need, then design products, services, or experiences that are fully tailored to their demands and expectations. Because it targets a narrower market, companies can take a more personalized, focused, and intensive approach, thereby creating higher value in the eyes of consumers. Broadly speaking, this strategy is divided into two main forms:

- a. **Cost Focus:** In this approach, companies strive to be the most cost-effective provider in a specific market segment. They offer lower prices than competitors in a narrow market scope, but still maintain quality that suits the needs of the segment.
- b. **Differentiation Focus:** This approach emphasizes the creation of products or services that are truly unique to a specific market segment. The uniqueness can come from features, quality, design, additional services, or even a brand image that matches the identity of consumers in that segment.

One of the main advantages of a focus strategy is its ability to build a close relationship with consumers. Because companies specifically cater to smaller groups, they can be more responsive to changing customer needs and create higher loyalty than larger competitors who tend to offer generic products. On the other hand, this strategy allows for efficiency in resource allocation because it is only focused on a limited but strategically valuable market. Even so, there are risks that need to be considered. Reliance on a single market segment makes companies vulnerable to sudden changes, whether due to shifting trends, regulatory changes, or the entry of major competitors into the same segment. Therefore, a focus strategy must be carried out with careful planning and a deep understanding of market dynamics.

To be able to successfully execute this strategy, companies must be able to identify exactly which market segments have long-term potential, as well as ensure that they have a competitive advantage that is difficult for competitors to replicate. The success of a focus strategy lies not only on narrowing the market reach, but on how much added value it can create specifically for the targeted customer group. In short, a focus strategy is a great choice for companies that want to excel in a specific market through specialization, proximity to customers, and a thorough understanding of what the segment really needs and values.

Competitive Strategies to Gain Competitive Advantage have been thoroughly studied by previous researchers, in aintairainyai aidailaih: Azhari, F., & Ali, H. (2024), Yudistira, D. N. L., & Ali, H. (2020), Irawan, C. R., & Ali, H. (2024).

## CONCLUSION

1. Competing Strategy in the Digital Era at PT XYZ is...
2. The SWOT analysis on PT XYZ is...
3. The SO, ST, WO and WT strategies at PT XYZ are...

Competitive strategy in the digital era is an integrated approach that combines business vision with the use of digital technology to create a competitive advantage. Companies not only focus on efficiency or differentiation, but also integrate technologies such as big data, AI, and digital media in business processes. Technology is a strategic asset to create a more personalized customer experience. With an adaptive and innovative digital strategy, companies can respond quickly to market changes, strengthen their position in the midst of competition, and maintain business sustainability in an all-digital era.

Based on the SWOT analysis, the recommended strategies include comprehensive digital transformation, strengthening brand engagement through social media, developing innovative products according to market trends, and diversifying raw material sources to minimize risks. Companies also need to improve operational efficiency and strengthen collaboration with distribution and retail partners. With the consistent implementation of this strategy, PT. XYZ is expected to be able to maintain competitiveness and expand market share both at the national and international levels.

Based on SWOT analysis, PT XYZ has strength in product quality, but it needs to increase brand recognition in the international market. Digitalization and e-commerce opportunities can be leveraged to expand market reach, while competitive challenges and technological disruption demand innovation and efficiency. The SO strategy focuses on expanding digital distribution, ST maintains production quality, WO builds digital interaction with consumers, and WT conducts organizational evaluations to be ready to face changes.

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