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Marketing Strategy Analysis to Increase Sales Volume at PT. XYZ Using the SWOT Analysis Method

Varel Tesalonika Lorecia Agata^{1*}, Hapzi Ali²

¹Universita Bhayangkara Jakarta Raya, Jakarta, Indonesia, varel.tesalonika4@gmail.com

²Universita Bhayangkara Jakarta Raya, Jakarta, Indonesia, hapzi.ali@gmail.com

*Corresponding Author: varel.tesalonika4@gmail.com¹

Abstract: This research was conducted at PT. XYZ, a company operating in the automotive sector that is currently facing increasingly intense market competition. The objective of this study is to design an effective marketing strategy to boost sales by thoroughly analyzing the company's internal and external factors. A descriptive quantitative approach was employed, integrating SWOT analysis along with the development of the IFAS (Internal Factor Analysis Summary), EFAS (External Factor Analysis Summary), and SPACE (Strategic Position and Action Evaluation) matrices. The SWOT analysis was used to identify strategic factors from both the internal and external environments, while the IFAS and EFAS matrices were utilized to quantitatively assess these factors. The SPACE matrix was then used to determine the company's strategic position and to formulate the most appropriate strategic direction—whether aggressive, defensive, conservative, or competitive. The results of the study indicate that the company needs to optimize its internal strengths and capitalize on external opportunities to enhance competitiveness and achieve sustainable sales growth.

Keywords: Marketing Strategy, SWOT Analysis, IFAS, EFAS, SPACE, Sales Volume

INTRODUCTION

In recent decades, the automotive industry in Indonesia has experienced significant growth. This progress has been driven by the increasing public demand for motor vehicles, both two-wheelers and four-wheelers, in line with population growth, urbanization, and high mobility. As a strategic sector, the automotive industry contributes substantially to the national Gross Domestic Product (GDP) and creates numerous job opportunities, particularly in the fields of production and distribution.

Alongside this industrial growth, companies operating in the automotive components sector are facing increasingly intense competition. This situation compels business players to design more efficient marketing strategies to ensure business sustainability while also achieving continuous sales growth. One approach that can support this effort is conducting an in-depth analysis of a company's internal and external factors through the SWOT method (Strengths, Weaknesses, Opportunities, Threats).

PT. XYZ is a manufacturing company that produces various automotive components such as brake discs, wheels, and other spare parts. The company has established partnerships with several leading vehicle manufacturers and possesses a well-managed production system and human resource management. However, changing consumer trends, raw material price volatility, and increasing competition both domestically and internationally pose challenges that must be addressed with the right strategies. Therefore, evaluating the company's current marketing strategy is crucial to maintaining its competitiveness and sustaining sales growth.

Marketing strategy refers to a series of systematically designed activities aimed at directing the marketing process in alignment with the company's business objectives. The implementation of an appropriate strategy can enhance distribution efficiency, expand market reach, and strengthen customer loyalty in the long term. To support this, a comprehensive analytical approach is needed, such as SWOT analysis, IFAS (Internal Factor Analysis Summary), EFAS (External Factor Analysis Summary), and SPACE (Strategic Position and Action Evaluation), to obtain a holistic view of the company's strategic position and formulate appropriate actions.

This research aims to examine the various factors influencing PT. XYZ's marketing strategy from both internal and external perspectives. By applying the SWOT, IFAS, EFAS, and SPACE methods, the study seeks to formulate a marketing strategy that is relevant to the actual conditions currently faced by the company. Specifically, the objectives of this study are as follows:

1. To explore and analyze various internal factors such as strengths and weaknesses, as well as external factors in the form of opportunities and threats that influence the formulation of marketing strategies at PT. XYZ.
2. To evaluate the company's strategic position using the SPACE (Strategic Position and Action Evaluation) matrix.
3. To develop an appropriate marketing strategy based on the analysis results in order to enhance competitiveness and drive the company's sales growth.

METHOD

This study employs a descriptive qualitative approach using a case study method focused on PT. XYZ. This approach was chosen to gain a comprehensive and in-depth understanding of the company's actual condition, particularly in identifying the internal and external factors that influence the formulation of its marketing strategy. The primary focus of this research is to analyze the company's strengths, weaknesses, opportunities, and threats through the SWOT approach and to develop an appropriate marketing strategy aimed at strengthening competitiveness and increasing sales volume.

Data analysis was conducted through four main stages: SWOT analysis, the development of the IFAS (Internal Factor Analysis Summary) matrix, the EFAS (External Factor Analysis Summary) matrix, and analysis using the SPACE (Strategic Position and Action Evaluation) matrix. The SWOT method was used to identify and map the strategic elements originating from both the internal and external environments of the company. Subsequently, the identified factors were analyzed quantitatively using the IFAS and EFAS matrices, by assigning weights and scores to each factor to determine their relative influence on the company's strategy and performance. The SPACE matrix was then applied to determine PT. XYZ's strategic position within the market environment, which serves as the basis for formulating strategic marketing actions.

To ensure the accuracy and consistency of the research findings, a data triangulation technique was employed, involving the comparison of results from interviews, direct field observations, and document analysis. This technique aims to produce valid and reliable data. Through this approach, the study is expected to provide a comprehensive analysis of the

company's situation and offer marketing strategy recommendations that align with the actual needs and conditions of PT. XYZ.

RESULTS AND DISCUSION

Competitive Strategy

A competitive strategy is not solely aimed at capturing market share; it also serves as a systematic approach to evaluating a company's position within an ever-evolving industry landscape. For PT. XYZ, a manufacturer of automotive components, the challenges faced are multifaceted—ranging from shifts in consumer preferences and competitive pressure from both domestic and international players, to fluctuations in raw material prices. Therefore, the formulation of a competitive strategy must be grounded in an objective assessment of the company's actual conditions.

A well-designed strategy can serve as a guiding framework, enabling the company to operate in a focused and adaptive manner in response to market dynamics. For example, if the company excels in product quality and is supported by a skilled workforce, a differentiation strategy may be suitable. This strategy aims to highlight the uniqueness of the product compared to competitors—in terms of features, quality, or service—thereby creating a perceived added value in the eyes of consumers.

Conversely, if price competition is the primary concern, a cost leadership strategy could be a viable alternative. This approach requires the company to enhance operational efficiency in order to offer competitively priced products without compromising on quality. Meanwhile, when there is a surge in demand within a specific market segment, a market focus strategy can be employed to address consumer needs in a more targeted and in-depth manner.

Supported by comprehensive analysis, the competitive strategy implemented should reflect the company's internal potential while remaining responsive to external challenges. The effective execution of such a strategy will have a direct impact on improving marketing performance, strengthening customer loyalty, and driving sustainable business growth.

SWOT Analysis

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a strategic tool used to obtain a comprehensive picture of PT. XYZ's position within the automotive market. By evaluating these four key components, the company can develop strategies that not only align with its internal conditions but also effectively respond to the dynamic changes in the external environment.

In terms of strengths, PT. XYZ is well known for producing high-quality automotive components with a high level of precision, which has been recognized by several leading vehicle manufacturers. This advantage is further supported by a team of experienced professional workers and a certified production management system that ensures quality standards. Additionally, the company maintains strong partnerships with Original Equipment Manufacturers (OEMs), which serve as a strategic asset for the sustainability and growth of its business.

However, the company still faces several weaknesses that must be addressed promptly. PT. XYZ's product innovation lags behind that of global competitors, particularly in the adoption of the latest technologies. Moreover, the utilization of digital media for promotional and marketing activities remains suboptimal, resulting in untapped market potential. The company's reliance on a limited number of raw material suppliers also poses risks to operational stability, especially amid price fluctuations. Furthermore, the absence of a well-defined international expansion strategy limits the company's potential for global business growth.

On the other hand, PT. XYZ has several strategic opportunities it can leverage to strengthen its competitive edge. The growing number of motor vehicles in Indonesia and across Southeast Asia presents a broad market opportunity. Government policies supporting the national automotive industry also help create a conducive business climate. Additionally, increasing public awareness regarding road safety is driving demand for high-quality automotive components. The advancement of digital technology further provides opportunities to enhance operational efficiency, especially in marketing and customer service.

Nevertheless, the company also faces several external threats that must be anticipated. Competition from foreign manufacturers with large-scale, low-cost production poses a serious challenge. Low-priced substitute products also risk eroding the company's domestic market share. In addition, global economic uncertainty and raw material price volatility could affect the continuity of the company's operations. Technological changes in the automotive industry—such as the shift toward electric vehicles—demand continuous innovation for the company to remain relevant in the market.

As part of its strategy formulation process, PT. XYZ utilizes the SWOT matrix to systematically compile and integrate various internal and external factors. Through this tool, the company can develop four main strategic alternatives:

1. SO strategies (leveraging strengths to seize opportunities),
2. WO strategies (addressing weaknesses to capitalize on opportunities),
3. ST strategies (using strengths to counter threats), and
4. WT strategies (minimizing weaknesses to avoid external risks).

These four strategic alternatives serve as the foundation for setting policies and guiding decision-making processes that are responsive to changes in the business environment.

The use of the SWOT approach has also been the focus of various previous studies, such as those conducted by Yeni, F., Erwin, G., & Ali, H. (2019); Ikhsani, K., & Ali, H. (2017); and Shobirin, M., & Ali, H. (2019).

Tabel 1 Hasil Analisis SWOT PT. XYZ

	Kekuatan (S)	Kelemahan (W)
Faktor Internal	<ul style="list-style-type: none"> - High-quality and precision-engineered products - Skilled and experienced workforce - Certified production management system - Strong business relationships with OEMs 	<ul style="list-style-type: none"> - Product innovation lags behind foreign competitors - Digital promotion and marketing are not yet optimized - Dependence on specific raw material suppliers - Lack of a structured international market expansion strategy
Faktor Eksternal		
Peluang (O)	Strategi S-O	Strategi W-O
<ul style="list-style-type: none"> - Growth in the number of motor vehicles in Indonesia and Southeast Asia - Government regulatory support for the national automotive industry - Increasing consumer awareness of driving safety - Potential use of digital technology for marketing and customer service 	<ul style="list-style-type: none"> - Optimize high-quality products to meet the growing market demand - Leverage the certified production management system and experienced human resources to align with government incentives - Offer high-standard products as a guarantee of vehicle safety 	<ul style="list-style-type: none"> - Enhance product innovation capacity through technological collaboration and adaptation to international market trends - Develop digital marketing and technology-based customer service to reach new markets

	<ul style="list-style-type: none"> - Establish digital collaborations with OEMs to strengthen branding and customer engagement 	<ul style="list-style-type: none"> - Diversify raw material suppliers and improve supply chain management to meet increasing demand - Develop a global market expansion roadmap using a digital approach and integrated communication strategy
Ancaman (T)	Strategi S-T	Strategi W-T
<ul style="list-style-type: none"> - Pressure from foreign competitors with mass production and low costs - Availability of lower-priced substitute products - Global economic uncertainty and fluctuations in raw material prices - Rapid technological advancements in vehicles (e.g., electric vehicles) 	<ul style="list-style-type: none"> - Maintain quality and operational efficiency to remain competitive without compromising product standards - Refine the production system to reduce costs and maintain price competitiveness - Build long-term partnerships with suppliers to ensure supply chain stability - Invest in product development aligned with future vehicle technologies (e.g., EV-ready components) 	<ul style="list-style-type: none"> - Enhance internal R&D capabilities to accelerate the product innovation cycle - Optimize digital marketing to increase product value perception despite relatively higher prices - Diversify raw materials and sourcing locations to reduce the risk of price fluctuations - Develop a strategy for global collaboration or knowledge acquisition from international markets to accelerate the adoption of the latest vehicle technologies

Based on the SWOT analysis presented in Table 1, it can be identified that PT. XYZ possesses several internal strengths and external opportunities that can be optimized to drive long-term business growth. Nevertheless, the company must also address various challenges, both internal and external, which require precise and well-measured strategic responses. These findings provide a comprehensive overview of PT. XYZ's position within the national automotive industry and serve as a crucial foundation for management in formulating strategic policy directions to enhance competitiveness and ensure sustainable operations.

1. The combined Strength–Opportunity (S–O) strategy focuses on leveraging internal strengths such as high product quality, experienced workforce, and strong partnerships with Original Equipment Manufacturers (OEMs). These strengths are utilized to respond to opportunities arising from the growth of both national and regional automotive markets, including government policy support for the sector. This strategy aims to expand market reach and strengthen PT. XYZ's position in the face of increasingly intense competition.
2. Meanwhile, the Weakness–Opportunity (W–O) strategy is directed at overcoming internal limitations such as the lack of innovation and the suboptimal use of digital platforms in marketing activities. External opportunities such as advances in information technology and growing consumer awareness of product quality are used as a basis to drive digital marketing, build brand awareness, and expand the market in a more effective manner.
3. On the other hand, the combination of Strength–Threat (S–T) and Weakness–Threat (W–T) strategies is focused on addressing external pressures, such as competition from low-cost mass producers and technological shifts in the automotive industry, including the electric vehicle (EV) trend. Recommended actions include improving operational

efficiency, strengthening market research, developing innovative products aligned with future market needs, and expanding business through entry into international markets.

Overall, PT. XYZ holds significant growth potential if it can effectively capitalize on its internal strengths and proactively seize external opportunities. The success of these strategies largely depends on the company's ability to manage its weaknesses and adapt business actions based on accurate data analysis, in order to respond to the increasingly complex dynamics of the automotive industry.

Strategi Matriks IFAS dan EFAS pada PT. XYZ

Through the process of identifying and analyzing various strategic factors that influence the performance of PT. XYZ, the Internal Factor Evaluation Matrix (IFAS) and the External Factor Evaluation Matrix (EFAS) approaches were utilized. This analysis aims to obtain average scores based on the weights and ratings assigned to each of the company's internal and external factors. The data presented in Table 2 and Table 3 reflect the strengths and weaknesses through the IFAS matrix, as well as opportunities and threats through the EFAS matrix. The quantitative data derived from these two instruments serve as a critical foundation for systematically, objectively, and measurably assessing the company's strategic position. As such, this information can be used as a primary reference for more targeted managerial decision-making, with a focus on ensuring the company's long-term sustainability.

Tabel 2 IFAS (Internal Factor Analysis Summary)

No	Factors	Weight	Rating	Score
Strengths (S)				
1	High and consistent product quality	0.15	4	0.6
2	Advanced production technology	0.12	4	0.48
3	Experienced management team	0.1	3	0.3
4	Strong brand reputation in the market	0.08	4	0.32
5	Extensive distribution network	0.1	4	0.4
Subtotal Strengths		0.55		2.1
Weaknesses (W)				
1	Dependence on specific raw material suppliers	0.1	3	0.3
2	Relatively high production costs	0.08	3	0.24
3	Lack of product diversification	0.07	2	0.14
4	Slow response to market trends	0.1	3	0.3
5	Limited digital promotion	0.1	2	0.2
Subtotal Weaknesses		0.45		1.0
Total		1.0		3.1

Tabel 3 EFAS (External Factor Analysis Summary)

No	Factors	Weight	Rating	Score
Opportunities (O)				
1	Increasing demand for automotive products	0.12	4	0.48
2	Government policy support for the automotive industry	0.1	3	0.3
3	Expansion into export markets	0.1	4	0.4
4	Collaboration with global companies	0.06	3	0.18
5	Advancements in manufacturing technology	0.08	3	0.24

Subtotal Opportunities		0.46		1.6
Threats (T)				
1	Intense global competition	0.1	3	0.3
2	Fluctuations in the rupiah exchange rate	0.08	3	0.24
3	Regulatory uncertainty	0.07	3	0.21
4	Dependence on the domestic market	0.1	2	0.2
5	Rising raw material costs	0.09	3	0.27
Subtotal Threats		0.44		1.22
Total		1.0		2.85

$$\text{IFAS} = \text{Strengths} - \text{Weaknesses} = 2,10 - 1,00 = 1,10$$

$$\text{EFAS} = \text{Opportunities} - \text{Threats} = 1,60 - 1,22 = 0,38$$

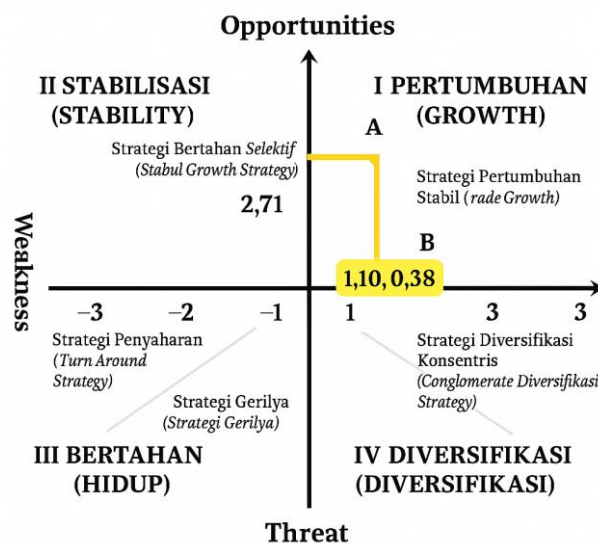
The Internal Factor Analysis Summary (IFAS) matrix is used as a tool to evaluate the internal factors affecting the performance of PT. XYZ, which includes the company's strengths and weaknesses. Each factor is assigned a weight based on its level of influence on achieving organizational objectives, as well as a score reflecting how effectively the company is able to respond to that factor. Based on the analysis, the total weight and score for the strength elements reached 2.10, while the weaknesses scored 1.00. The resulting difference of 1.10 indicates that the company's internal condition is relatively strong and contributes positively to the achievement of strategic goals.

Meanwhile, the External Factor Analysis Summary (EFAS) is applied to assess various external influences from the industry and market environment, including opportunities and threats. The analysis shows that opportunity factors have an aggregate score of 1.60, while threats are rated at 1.22. The difference of 0.38 indicates a fairly promising market potential for the company, although caution is still required to address external risks that could disrupt operational sustainability in the future.

The IFAS (Internal Factor Analysis Summary) has been widely examined in previous studies, including by Shobirin, M., & Ali, H. (2019); Yeni, F., Erwin, G., & Ali, H. (2019); and Pratama, D.R., & Ali, H. (2023).

Similarly, the External Factor Analysis Summary (EFAS) has also been comprehensively studied by various researchers, such as Yeni, F., Erwin, G., & Ali, H. (2019); Ikhsani, K., & Ali, H. (2017); and Shobirin, M., & Ali, H. (2019).

Gambar 1 Diagram Kuadran EFAS dan IFAS



Interpretation of the IFAS and EFAS Quadrant Diagram

Based on the interpretation of Figure 1 (IFAS and EFAS Quadrant Diagram), the SWOT coordinate point is determined to be (1.10; 0.38). This value is calculated as follows:

1. X-axis (Strengths – Weaknesses): $2.10 - 1.00 = 1.10$
2. Y-axis (Opportunities – Threats): $1.60 - 1.22 = 0.38$

This coordinate places the company's strategic position in Quadrant I, which indicates that PT. XYZ is in a highly favorable situation. The company possesses strong internal advantages while simultaneously facing an external environment rich with promising opportunities. Under these conditions, the most appropriate strategy is the Strengths–Opportunities (SO) strategy, a proactive approach aimed at leveraging internal strengths to fully capture market opportunities. This approach is ideal for companies looking to scale up operations, strengthen competitiveness, and expand market reach.

Strategic Formulation Based on the SWOT Quadrant

1. Quadrant I (SO – Strengths and Opportunities)
 - a. Condition: The company has strong internal capabilities and faces favorable external opportunities.
 - b. Strategy: Apply an aggressive approach such as market expansion, increased production capacity, and product innovation.
2. Quadrant II (ST – Strengths and Threats)
 - a. Condition: The company has strong internal strengths but faces external threats.
 - b. Strategy: Adopt a diversification strategy or utilize internal strengths to reduce external risks, for example through technology development or exploring alternative markets.
3. Quadrant III (WO – Weaknesses and Opportunities)
 - a. Condition: There are external opportunities available, but internal limitations exist.
 - b. Strategy: Enhance internal capabilities, such as through employee training and improvements in operational systems, to better seize opportunities.
4. Quadrant IV (WT – Weaknesses and Threats)
 - a. Condition: A combination of internal weaknesses and external threats.
 - b. Strategy: Implement a defensive approach such as cost efficiency, focus on core markets, and build strategic collaborations to minimize risks.

SPACE Matrix Analysis of PT. XYZ

The SPACE (Strategic Position and Action Evaluation) Matrix is a strategic analysis tool used to determine the strategic direction of a company by evaluating four key dimensions: Financial Strength (FS), Competitive Advantage (CA), Environmental Stability (ES), and Industry Strength (IS). This method provides a comprehensive overview of a company's strategic position and serves as a foundation for formulating appropriate long-term strategies based on the company's internal and external conditions.

Based on the results of the SWOT, IFAS, and EFAS analyses, it is evident that PT. XYZ possesses significant internal strengths and promising external opportunities.

From the perspective of financial strength, the company demonstrates solid stability, supported by high-quality products, a certified production system, and strong relationships with Original Equipment Manufacturer (OEM) partners. These advantages are reflected in the IFAS values, which indicate a dominance of strengths over weaknesses. Therefore, the estimated score for the financial strength dimension is +5.

In the industry strength dimension, the automotive sector in which PT. XYZ operates is experiencing positive growth. Rising vehicle demand in Southeast Asia and supportive government policies toward the domestic automotive industry are the primary driving factors.

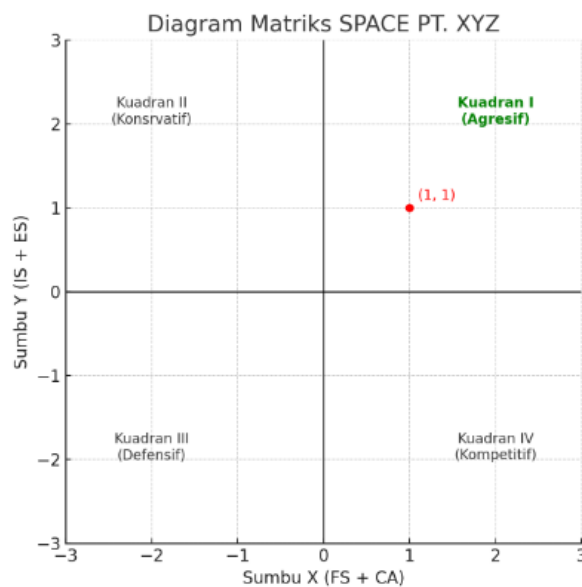
Combined with export opportunities and advancements in manufacturing technology, the industry strength score is estimated at +4.

However, in terms of competitive advantage, the company still faces several challenges. A relatively low level of product innovation compared to global competitors, suboptimal use of digital technology in marketing, and reliance on key raw material suppliers are all obstacles to maintaining competitiveness. Therefore, the competitive advantage score is estimated at -4.

On the environmental stability side, there are several external risks, such as fluctuating raw material prices, pressure from cheaper substitute products, and policy uncertainty—especially regarding the transition to electric vehicles. Although there are market opportunities, the external environment is not entirely stable. Hence, the environmental stability score is estimated at -3. Based on these values, the strategic position coordinates of PT. XYZ on the SPACE Matrix are calculated as follows:

- X-axis (FS + CA): $(+5) + (-4) = +1$
- Y-axis (IS + ES): $(+4) + (-3) = +1$

Gambar 2 Diagram Matriks SPACE



This coordinate places the company in Quadrant I, which reflects conditions favorable for the implementation of an aggressive strategy. This position indicates that PT. XYZ possesses sufficient internal capabilities to grow and expand within an industry that is currently experiencing expansion, although the company must remain vigilant in anticipating external uncertainties and competitive challenges.

In line with this strategic position, PT. XYZ is advised to implement an aggressive strategy focused on the following key initiatives:

1. Market expansion, both in untapped domestic regions and export markets—particularly within Southeast Asia;
2. Product innovation enhancement, aligning with modern vehicle technology trends, including the development of electric vehicles;
3. Digital transformation, especially in marketing and customer service, to improve outreach and operational efficiency;
4. Product and supplier diversification, to strengthen the supply chain structure and reduce dependency on single-source suppliers;
5. Strategic global partnerships, to accelerate technology acquisition and expand the international distribution network.

By executing these strategies consistently and in a data-driven manner, PT. XYZ is projected to increase its competitiveness, expand market share, and build a sustainable business foundation in response to the evolving dynamics of the global automotive industry.

CONCLUSION AND RECOMENDATION

Conclusion

Based on the research findings related to the marketing strategy of PT. XYZ as a manufacturer of automotive components, it is evident that the company possesses significant internal strengths, including superior product quality, a production system that meets industry standards, and a competent workforce. On the other hand, there are promising external opportunities, such as growing market demand and supportive government regulations, which can be leveraged to drive business expansion.

Through the application of various strategic analysis tools—SWOT, IFAS, EFAS, and SPACE—a comprehensive understanding of the company's position within its business environment has been obtained. The IFAS analysis indicates that internal strengths outweigh weaknesses, while the EFAS analysis shows that external opportunities exceed existing risks or threats. These conditions place PT. XYZ in Quadrant I of the SWOT matrix and in an aggressive position in the SPACE matrix, signaling the company's readiness to expand and enhance its competitiveness in the market.

The recommended strategies include market share expansion, enhancement of product innovation capabilities, digitalization of marketing processes, supplier diversification, and the development of strategic partnerships with international parties. Overall, the results of this study support the main objective of designing a marketing strategy based on the company's internal and external conditions to improve long-term sales performance and competitiveness.

Saran

1. Encourage continuous product innovation to enable the company to respond effectively to the dynamics of the global automotive industry, including the development of electric vehicles and the growing demand for high-performance components.
2. Optimize the use of digital technology in marketing and customer service activities to enhance brand visibility and strengthen customer relationships, particularly in the current era of digital transformation.
3. Establish a gradual and structured international market expansion plan, starting with ASEAN countries that share similar market characteristics and offer high growth potential.
4. Diversify raw material sources and supply chains to reduce dependence on single suppliers and increase operational resilience against external risks.
5. Forge strategic partnerships with global industry players, in the form of technology alliances or distribution agreements, to accelerate innovation adoption and expand the company's international market network.

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