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Managerial Strategies for Enhancing Competitiveness and Adapting to Business Environmental Dynamics: A Case Study of CV. Putra Seneja

Abstract

This study aims to analyze the managerial strategies employed by CV. Putra Seneja to enhance its competitiveness in the face of a dynamic and complex business environment. In response to the challenges posed by globalization, technological advancements, and regulatory changes, the company implements strategies focusing on innovation, resource management, and adaptation to external changes. This research adopts a qualitative descriptive approach, utilizing data collection methods such as interviews, participant observation, and documentation conducted at CV. Putra Seneja, located in Cilegon City. The findings reveal that the company applies a differentiation and focus strategy, primarily targeting small to medium-scale infrastructure projects within the local market. However, the company faces challenges related to limitations in technology adoption and the impact of government policies on ongoing projects. This study also emphasizes the importance of integrating sustainability principles into business operations, including the use of environmentally friendly materials. Furthermore, adopting digital technologies, enhancing human resource capabilities, and adapting to regulatory changes are identified as critical factors in strengthening the company's competitiveness and long-term sustainability. These findings are expected to provide valuable insights for companies in formulating more effective strategies to navigate global competition and achieve long-term objectives.

Keywords: Managerial strategy, competitiveness, business environment dynamics

Abstract

Penelitian ini bertujuan untuk menganalisis strategi manajerial yang diterapkan oleh CV. Putra Seneja dalam meningkatkan daya saing perusahaan di tengah dinamika lingkungan bisnis yang kompleks. Dalam menghadapi tantangan globalisasi, perkembangan teknologi, dan perubahan regulasi, perusahaan menerapkan strategi yang mencakup inovasi, pengelolaan sumber daya, dan adaptasi terhadap perubahan eksternal. Penelitian ini menggunakan pendekatan kualitatif deskriptif, dengan metode pengumpulan data melalui wawancara, observasi partisipatif, dan dokumentasi di CV. Putra Seneja, Kota Cilegon. Hasil penelitian menunjukkan bahwa perusahaan mengimplementasikan strategi diferensiasi dan fokus, dengan menargetkan proyek infrastruktur skala kecil hingga menengah di pasar lokal. Meskipun demikian, tantangan yang dihadapi meliputi keterbatasan dalam adopsi teknologi dan dampak kebijakan pemerintah terhadap proyek-proyek yang dijalankan. Penelitian ini juga menyoroti pentingnya penerapan prinsip keberlanjutan dalam operasional perusahaan, termasuk penggunaan material ramah lingkungan. Selain itu, pemanfaatan teknologi digital, pengembangan kapasitas sumber daya manusia, dan adaptasi terhadap perubahan kebijakan menjadi faktor kunci dalam meningkatkan daya saing dan keberlanjutan perusahaan. Temuan ini diharapkan memberikan kontribusi bagi perusahaan dalam merancang strategi yang lebih efektif untuk menghadapi persaingan global dan mencapai tujuan jangka panjang.

Kata Kunci: Strategi manajerial, daya saing, dinamika lingkungan bisnis.

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1. Introduction

In the era of globalization and rapid technological advancements, the dynamics of the business environment have become increasingly complex. Competition among companies is no longer limited to the local level but also involves global players with innovative strategies and greater resources (Yuniarto, 2016). This reality demands that businesses continuously adapt and seek ways to enhance their competitiveness to remain relevant in an ever-changing market. Competitiveness is not only determined by a company's ability to produce high-quality products or services but also by its managerial capacity to respond to environmental changes, including technological advancements, consumer preferences, regulations, and economic conditions.

A dynamic business environment is characterized by high uncertainty, rapid market shifts, and increasing consumer expectations for innovation. In this context, companies must implement effective managerial strategies to anticipate and respond to these challenges. Managerial strategies encompass a series of policies, decisions, and actions designed to achieve corporate goals efficiently and effectively. These strategies include innovation, resource management, organizational capability development, and adaptation to new trends and technologies (Rachma, 2024).

Digital transformation has become one of the key drivers in enhancing corporate competitiveness. Companies that successfully integrate technology into their business processes are more likely to survive and thrive in a rapidly changing environment. However, technology adoption alone is insufficient. Visionary leadership, an adaptive organizational culture, and managerial agility in responding to change are also crucial in ensuring the success of such transformations.

Additionally, shifts in consumer preferences and pressures from the global market compel companies to continuously enhance the value of their products or services. Businesses must innovate in ways that not only remain relevant but also provide superior customer experiences. This requires an in-depth understanding of the market and the ability to manage relationships with customers, business partners, and other stakeholders effectively.

CV. Putra Seneja, a company operating in the general trade sector, faces these challenges by implementing various strategies to sustain and grow within an evolving business landscape. Ensuring operational sustainability and maintaining competitiveness in the market necessitates the ability to assess situations accurately, identify emerging opportunities, and manage risks associated with these changes. In this regard, implementing the right managerial strategies is critical to business continuity.

A SWOT analysis is used to identify the company's strengths, weaknesses, opportunities, and threats. This approach helps evaluate internal and external factors influencing corporate competitiveness. Meanwhile, a PESTEL analysis will be employed to examine the impact of political, economic, social, technological, environmental, and legal factors on the business environment. However, implementing managerial strategies to enhance competitiveness does not come without challenges. One major challenge is resource limitations, including human, financial, and technological resources. Additionally, businesses face risks stemming from environmental uncertainties, such as global economic fluctuations, intensifying competition, and evolving regulations. Therefore, an integrated strategic approach is required to minimize risks while maximizing available opportunities.

Previous studies have emphasized the importance of managerial strategies in strengthening corporate competitiveness. For example, Porter (1985) in Sunarsih (2017) proposed that differentiation and cost leadership strategies are key factors in achieving competitive advantage. Furthermore, Budianingsih (2022) highlighted that successful strategies must not only be well-designed but also flexible and adaptive to environmental changes. Another study by Barney (1991) in Khotimah (2017) underscored the significance of a company's internal resources and capabilities as fundamental factors in sustainable business strategies. These studies reaffirm that managerial strategies are not merely supporting tools but decisive factors in ensuring business survival and success.

This study aims to identify effective managerial strategies for enhancing corporate competitiveness amid a dynamic business environment. The primary focus is on how businesses can develop internal capabilities, leverage external opportunities, and swiftly adapt to change. It also explores key factors influencing the success of these strategies, including the roles of leadership, organizational culture, and technology. By understanding and implementing effective managerial strategies, this study is expected to provide practical insights for companies in navigating global competition and creating sustainable value.

2. Literature review

The Business Environment in the Era of Globalization

In the era of globalization and rapid technological advancements, the dynamics of the business environment have become increasingly complex and challenging. Business competition is no longer confined to the local level but now involves global players with innovative strategies and greater resources (Budiarti, 2023; Indrastuti, 2020). Companies must compete not only with domestic rivals but also with multinational corporations that have access to advanced technology, highly skilled labor, and extensive distribution networks. Consequently, businesses are required to continuously adapt and develop innovative strategies to enhance their competitiveness and remain relevant in a dynamic market (Fajriyani et al., 2023).

This increasingly dynamic business environment is characterized by various factors, including economic uncertainty, regulatory changes, rapid technological development, and growing consumer expectations for innovation. Market shifts can occur suddenly, necessitating a high degree of flexibility in strategic planning and decision-making. Modern consumers are also becoming more selective in choosing products and services, demanding continuous innovation to meet their evolving needs and preferences. Additionally, external factors such as government policy changes, currency exchange rate fluctuations, and global economic trends significantly impact business stability and growth.

To address these challenges, companies must implement effective managerial strategies to anticipate and respond to business environment changes (Pradana & Rikumahu, 2014; Sari et al., 2021). Strategies based on competitive advantage, innovation, and operational efficiency will help businesses remain resilient and grow in an unpredictable market. With an adaptive and proactive approach, companies can better prepare for global competition and capitalize on emerging opportunities in this era of globalization.

Managerial Strategies and Corporate Competitiveness

Managerial strategies comprise a series of systematically designed policies, decisions, and actions aimed at achieving corporate objectives with optimal efficiency and effectiveness. These strategies serve as a guiding framework for businesses in addressing challenges and seizing market opportunities. Key aspects of managerial strategies include innovation, resource management, organizational capability development, and adaptation to new trends and technologies (Wulandari et al., 2023).

Innovation plays a crucial role in creating competitive advantage, especially in an increasingly dynamic global market. Companies that can innovate in products, services, or business processes gain a stronger competitive position compared to those relying solely on conventional strategies (Febrian & Nasution, 2023). Moreover, effective resource management is essential for successfully implementing managerial strategies. Resources include physical assets, financial capital, technology, and a skilled workforce. Efficient resource management ensures that companies operate optimally and maintain competitiveness in an evolving industry.

Beyond innovation and resource management, organizational capability development is also a vital component of managerial strategy. Organizational capabilities reflect a company's ability to integrate, build, and reconfigure internal competencies to navigate business environment changes (Lestari, 2019). Companies that continuously enhance their capabilities are better equipped to adapt to market dynamics and sustain their competitive edge over the long term.

In response to the rapid transformation of the business environment, companies must also implement strategies for adapting to new trends and technologies. Technology has become a key driver of business transformation across industries. Therefore, businesses must stay informed about relevant technological developments to remain competitive and avoid falling behind. For instance, adopting digital technologies in operational management can enhance business efficiency and add value for customers.

To support more effective strategic planning, various analytical tools are used to assess internal and external business conditions. One widely used method is SWOT analysis, which focuses on identifying strengths, weaknesses, opportunities, and threats in the business environment (Fatimah, 2016; Suarto, 2017). Through SWOT analysis, companies can evaluate internal and external factors affecting business performance and develop strategies aligned with market conditions.

In addition to SWOT, PESTEL analysis is another essential tool for understanding external factors influencing business strategy. PESTEL analysis examines political, economic, social, technological, environmental, and legal factors that impact corporate decision-making (Solehudin et al., 2024; Suryadi, 2020). Political factors include government policies and regulations, while economic factors cover economic growth, inflation, and consumer purchasing power. Social factors reflect shifts in consumer behavior and preferences, whereas technological factors encompass innovations that may present opportunities or threats to businesses. Environmental factors relate to sustainability issues and regulatory compliance, while legal factors include adherence to prevailing laws and regulations.

By implementing comprehensive managerial strategies and utilizing appropriate analytical tools, companies can optimize business management and enhance competitiveness within their industries. Rapid adaptation to business environment

changes and efficient resource utilization will ensure corporate sustainability and long-term growth.

Enhancing Competitiveness

Digital transformation has become a key factor in strengthening corporate competitiveness amid an increasingly dynamic business environment. The integration of technology into every aspect of business processes enables companies to enhance efficiency, reduce operational costs, and accelerate decision-making. By leveraging the latest technologies such as automation, big data, artificial intelligence (AI), and the Internet of Things (IoT), businesses can become more responsive to market changes and better equipped to meet the evolving needs of consumers (Irsyad et al., 2024). This creates opportunities for companies not only to survive in a highly competitive market but also to thrive despite the challenges posed by globalization and technological disruptions.

However, success in digital transformation is not solely dependent on the adoption of technology. Another critical factor is visionary leadership that can guide an organization through the changes brought about by digitalization. Effective leaders inspire and motivate their teams to embrace and implement new technologies optimally. Additionally, an adaptive organizational culture serves as a fundamental pillar, enabling companies to respond swiftly to change. Organizations with an innovative and change-oriented culture are more likely to seamlessly adopt new technologies and navigate a dynamic market landscape.

Equally important is managerial agility in responding to technological advancements. Managers with a strong understanding of technology and market trends are better positioned to identify opportunities and mitigate potential risks associated with technological shifts. Through a combination of visionary leadership, an adaptive culture, and agile managerial skills, digital transformation can significantly enhance corporate competitiveness and solidify a company's position in an increasingly competitive market (Westerman et al., 2014).

3. Method

This study employs a qualitative descriptive approach to analyze the management strategies of CV. Putra Seneja in enhancing competitiveness amidst business dynamics. This approach was chosen to explore in-depth information on how the company adapts to changes in local government policies. The study is exploratory in nature, focusing on the management strategies of CV. Putra Seneja in responding to external changes, particularly new policies resulting from leadership transitions. The research was conducted at CV. Putra Seneja, located in Cilegon City, with research subjects including owners and managers, employees involved in strategy implementation, as well as customers and business partners.

The sampling technique employed in this study is purposive sampling, wherein research subjects are selected based on specific considerations relevant to the study's objectives (Suminah et al., 2024). The owners and managers were chosen due to their key roles in strategic decision-making and their understanding of business direction in response to external changes. Employees involved in strategy implementation were selected to provide insights into how managerial policies are executed at the operational level and the challenges they face. Meanwhile, customers and business partners were

chosen to understand the impact of business strategy changes on business relationships and to identify external factors affecting the company's competitiveness. In addition to purposive sampling, the study also applies snowball sampling, where interviewed informants may recommend other individuals deemed to have significant insights related to the research topic.

Data collection was conducted using various techniques to gain a comprehensive understanding of business strategies, encountered challenges, and responses to new policies (Jumhana et al., 2024). The primary techniques include interviews with owners, managers, and employees to gather information on company policies and adaptation strategies. Additionally, participant observation was conducted, allowing direct observation of business operations and interactions within the company to provide a realistic depiction of workplace dynamics. Data were also gathered through documentation, including financial reports, corporate policies, and official documents related to government regulations affecting the business. A literature review was also undertaken to strengthen the analysis by referring to strategic management theories and relevant regional policies.

Once data were collected, the analysis process proceeded through several stages. The first stage involved data reduction, where collected information was filtered to retain only relevant and significant data for the study. Subsequently, the data were categorized based on the adaptation strategies implemented, challenges encountered, and supporting or inhibiting factors in the adaptation process. The categorized data were then presented in the form of descriptive narratives to provide a clearer and more systematic depiction of the findings. The final stage involved drawing conclusions and verification, wherein the validity of the findings was tested through data triangulation to ensure the accuracy and reliability of the research results.

Through this systematic methodological approach, the study is expected to yield a comprehensive and credible analysis of the managerial strategies adopted by CV. Putra Seneja in responding to changes in the business environment and enhancing the company's competitiveness amidst the challenges of globalization.

4. Results and Discussion

The management strategies implemented by CV. Putra Seneja to achieve competitive advantage align with the theories proposed by Porter (1980), particularly in the aspects of differentiation strategy and focus strategy. Previous studies have demonstrated that a combination of differentiation and focus strategies can enhance a company's competitiveness in the construction industry.

For instance, research conducted by Hitt, Ireland, and Hoskisson in *Strategic Management: Competitiveness and Globalization* indicates that differentiation strategies focusing on value-added services can improve customer loyalty and strengthen corporate reputation (Madhani, 2019; Umar, 2021). This aligns with CV. Putra Seneja's approach of offering project consulting and continuous technical support, aimed at increasing customer satisfaction and trust.

Additionally, research by Johnson et al. (2011) and Ochuba et al. (2024) in *Exploring Corporate Strategy* highlights the importance of a focus strategy in addressing intense market competition. Their study suggests that companies targeting specific market segments and gaining a deep understanding of customer needs have a competitive

advantage in building strong relationships with clients and business partners. This supports the findings that CV. Putra Seneja has adopted a focus strategy by targeting small- to medium-scale infrastructure projects in Cilegon City, which has enabled the company to enhance operational efficiency and strengthen its market position.

From interviews conducted with owners and managers, the primary strategic approach of the company is to provide high-quality services at competitive prices and build long-term relationships with clients. They also emphasize the importance of adapting to changing government policies, particularly in the construction sector.

SWOT Analysis

From a SWOT perspective, previous studies by Pearce and Robinson in *Strategic Management: Planning for Domestic & Global Competition* confirm that corporate strengths, such as a strong reputation and close relationships with business partners, are key factors in maintaining competitive advantage (Gomez-Trujillo et al., 2024; Lesmana, 2024). A SWOT analysis was conducted to evaluate CV. Putra Seneja's strategic position in the construction industry.

From the strengths perspective, the company has a solid reputation in the local market, supported by strong relationships with business partners and clients (Zuhroh & Rini, 2024). Additionally, the provision of project consulting services adds value for clients. The company's primary focus on small- to medium-scale infrastructure projects also serves as a competitive advantage, allowing it to dominate a more specific and less competitive market segment compared to large-scale projects.

However, the company faces several weaknesses, including limitations in digital technology adoption for project management (Faruque et al., 2024). Furthermore, human resources require further training, particularly in technological innovation. The company's reliance on local government policies also presents a challenge, as regulatory changes can affect ongoing or upcoming projects.

On the opportunity side, the company can leverage the growing demand for infrastructure projects in Cilegon City. Additionally, government support for the use of environmentally friendly construction materials presents an opportunity for the company to adapt to sustainability trends (Onifade et al., 2024). Furthermore, potential collaborations with technology firms could be an effective strategy to improve operational efficiency and competitiveness.

Despite these opportunities, the company must navigate several threats, including regulatory changes that could impact project continuity (Rehman, 2024). Industry competition is also intensifying, particularly with companies that have already adopted digital technologies in their operations. Additionally, economic uncertainty is an external factor that could influence investment in the infrastructure sector.

External Factors and Sustainability

Regarding external factors, research by Wheelen et al. (2018) in *Strategic Management and Business Policy* underscores the impact of regulatory changes on business strategies, particularly in the construction industry. They argue that political stability and government policies significantly influence the sustainability of infrastructure projects. This is consistent with the challenges faced by CV. Putra Seneja during leadership transitions in Cilegon City, which necessitated the company to align with new policies to remain involved in strategic projects.

Furthermore, research by Wheelen et al. (2018) in *The Five Competitive Forces That Shape Strategy* suggests that the adoption of technology in the construction industry can enhance operational efficiency and provide a competitive edge. Although CV. Putra Seneja is still in the early stages of digital technology adoption, this study reinforces the urgency for the company to enhance workforce training in technology adaptation to optimize project management and marketing strategies.

From a sustainability perspective, research by Elkington (1997) in *Cannibals with Forks: The Triple Bottom Line of 21st Century Business* demonstrates that companies implementing sustainability principles in their operations not only improve regulatory compliance but also enhance brand reputation among customers. This is relevant to CV. Putra Seneja's efforts in managing environmentally friendly construction materials as part of its long-term strategy.

5. Conclusion and Recommendations

Based on the research findings, the management strategies implemented by CV. Putra Seneja align with Porter's (1980) theory of competitive advantage, particularly in differentiation and focus strategies. These strategies have enabled the company to enhance its competitiveness in the construction industry through value-added services, such as project consulting and continuous technical support. Additionally, by focusing on a specific market segment, namely small- to medium-scale infrastructure projects in Cilegon City, the company has improved operational efficiency and strengthened relationships with clients and business partners.

However, CV. Putra Seneja faces several challenges, including limited adoption of digital technology and the impact of government policies on ongoing and future projects. Despite these challenges, the company's commitment to sustainability principles, such as the use of environmentally friendly construction materials, demonstrates a long-term vision that can enhance its reputation and competitiveness in the market.

To further strengthen its competitive position, the company should enhance its differentiation strategy by offering value-added services, such as innovative project consulting and technical support. Maintaining a specific market focus is also crucial to optimizing resource allocation and building strong relationships with clients and business partners. Additionally, the adoption of digital technology in project management and marketing can improve operational efficiency and reinforce the company's market position. Aligning with relevant policies and regulations is also a strategic step to ensure continued participation in key infrastructure projects.

Furthermore, the implementation of sustainability principles, such as using eco-friendly materials and adopting sustainable construction techniques, can not only enhance regulatory compliance but also strengthen the company's brand image. Developing human resource capacity through training programs and skill enhancement in both technical and managerial aspects is also a critical investment in navigating the increasing complexity of the construction industry. By implementing these strategies, construction companies can become more adaptive, competitive, and sustainable in the long run.

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