

# Strategy Analysis to Improve Competitiveness of PT Van Oord Indonesia Jakarta

M. Fachrurrozi<sup>1</sup>, Besar Agung Martono<sup>2</sup>

IPWIIA University

Email: [M.fachrurrozi@hotmail.com](mailto:M.fachrurrozi@hotmail.com)

## Article Info

**Keywords** Strategy Management, IE Matrix, QSPM Matrix, Local Workforce, Service Diversification.

## Abstract

This study aims to analyze the strategic position of PT Van Oord Indonesia in facing challenges and opportunities in the maritime dredging and reclamation industry. The focus of the research is to identify internal strengths and weaknesses, as well as external opportunities and threats that affect the company's competitiveness. This study uses a descriptive approach with qualitative methods through interviews, observations, and document analysis. The IFE, EFE, CPM, IE, SWOT, and QSPM matrices are used to identify strategic positions and determine strategic priorities. The results show that PT Van Oord Indonesia is in Quadrant I of the IE (Growth Strategy) Matrix with a total IFE score of 3.18 and EFE of 3.50. The proposed strategy includes diversification of services based on green technology and development of local workforce. The implementation of this strategy is expected to increase competitiveness and support the company's business sustainability.

## 1. Introduction

The concept of strategy has its roots in ancient Greek civilization, where it originally referred to the efforts made to achieve victory in warfare. In this context, strategy involved the gathering of information and data on both weaknesses and strengths in order to gain an advantage in battle. Over time, these strategic principles were adapted to the world of business, particularly to enhance competitive power in the market. The philosophy of warfare strategy was applied to trade to design patterns and allocate resources optimally, which later became known as strategic management.

Strategic management refers to a series of processes that include formulation, implementation, and evaluation of decisions within an organization to achieve set objectives. This process encompasses the analysis of the organization's environment, formulation of relevant strategies, strategy implementation, and continuous evaluation to

ensure the strategy is effective and adaptable. The primary goal of strategic management is to ensure the sustainability of the organization and its ability to compete effectively in a dynamic, ever-changing external environment.

The competition in Indonesia's dredging and reclamation industry is currently intense. This sector faces stringent competition, driven by various challenges that need to be overcome. Some of the key factors influencing competition in the industry include:

- 1. High Demand:** The rapid growth in infrastructure development, including ports, airports, and toll roads, has driven up demand for dredging and reclamation services. Additionally, the maritime economy's growth has led to a need for the expansion of coastal land.
- 2. Regulations and Policies:** Complex and frequently changing regulations pose a significant challenge for companies in this sector. The government requires

businesses to comply with numerous regulations, including the requirement to operate dredging vessels under the Indonesian flag and hire Indonesian workers. Inconsistent regulations further contribute to uncertainty in project implementation.

### 3. State-Owned Enterprises' Dominance:

Competition in this industry is largely dominated by state-owned enterprises (BUMN), which often have easier access to government-funded projects. This creates an unfair competitive environment for smaller private companies.

### 4. Environmental Challenges:

Environmental concerns are a major issue in dredging and reclamation projects. These projects often face opposition from local communities and environmental groups worried about the negative impact on ecosystems. As a result, companies must adhere to strict environmental regulations and conduct comprehensive environmental impact assessments.

**5. Role of Industry Associations:** The establishment of the Dredging Contractors Association and the Indonesian Reclamation (IDRA) aims to facilitate communication and coordination among companies in the sector. IDRA works to address challenges such as regulatory barriers, the dominance of state-owned enterprises, and the promotion of collaboration among stakeholders.

**6. Increasing Competition:** The number of companies entering the maritime industry, both domestically and internationally, is rising, leading to fiercer competition in terms of pricing and service quality.

**7. Additional Factors:** The availability of more advanced technology and equipment, rising material costs, and increased public awareness of environmental issues further

impact the industry's competitive landscape.

In conclusion, while the dredging and reclamation industry offers significant opportunities, particularly with large infrastructure projects and port development, the challenges must be effectively managed for companies to remain competitive and sustainable in the long term.

Tahun	Pangsa Pasar (%)	Omzet (Miliar Rupiah)
2019	55	15.400
2020	52	14.300
2021	54	15.100
2022	56	15.800
2023 (Perkiraan)	58	16.600

The data presented above is an estimation based on research findings and analysis from various sources. The market share is calculated based on the total contract value of dredging and reclamation projects in Indonesia, while turnover is determined by the total value of such projects carried out by companies in Indonesia. As a multinational company, PT Van Oord Indonesia plays a significant role in the dredging and reclamation sector. However, strict competition, changing regulations, and environmental challenges require the company to implement effective management strategies to maintain its competitive edge.

This study aims to identify the strategic factors that influence PT Van Oord Indonesia's competitiveness and to formulate relevant strategies that support the company's growth and business sustainability. The research focuses on the strategic management theoretical framework proposed by David (2018), which involves internal and external

analysis, as well as making strategic decisions through various analytical tools.

## 2. Review Library

### Strategy and Strategic Management

The growth of the service business sector in Indonesia continues to show improvement, particularly in terms of complexity, competition intensity, market dynamics, and business environment uncertainty. These conditions create increasingly fierce competition among companies, driven by the growing number of competitors, rising demand for services, and rapid technological advancements (Ratnawati, 2020).

Strategy is defined as a framework that encompasses key elements such as entrepreneurship, competition, and core functions applied to achieve company objectives and ensure sustainable success (Nedelea & Paun, 2009). According to Yaşar (2010), strategy can be understood as a long-term guideline for companies to generate profits through effective resource management. In this context, establishing strong relationships with customers is essential for building loyalty and ensuring business sustainability.

Strategic management is a fundamental and comprehensive decision-making process. It includes planning, implementation, and evaluation, designed by organizational leaders and executed by all elements within the organization to achieve predetermined objectives.

Jasmine (2014) defines strategic management as large-scale, long-term planning, often referred to as vision. This vision is translated into fundamental decisions made by organizational leaders, enabling effective interaction with the external environment (known as the mission) and directing the achievement of strategic and operational goals

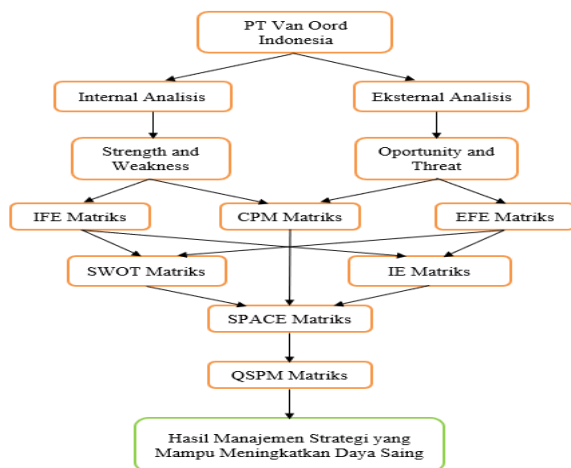
through focused planning on high-quality goods or service production. Atmodjo & Sarjana (2023) describe strategic management as a collection of decisions and actions designed to formulate an effective strategy for achieving company goals.

In the book *Strategic Management*, Astiko cites Arthur A. Thompson, who states that strategic management is a planning process set by top managers or leaders to achieve the organization's long-term goals. This process involves strategy development by considering various internal and external factors, as well as commitment to its implementation. David & David (2017) view strategic management as a fusion of art and science in formulating, implementing, and evaluating cross-functional decisions that allow an organization to achieve its objectives.

This perspective aligns with the view of George A. Steiner, who emphasizes the importance of the relationship between the organization and its environment, including how strategies are designed to align with external dynamics and ensure successful implementation. In the book *Strategic Management: Concept & Implementation*, Jim Hoy Yam describes strategic management as an approach that integrates two main elements: sociology and economics. The sociological element refers to the role of organizational actors in decision-making, while the economic element emphasizes optimizing results with efficient resource allocation. This strategy serves as a performance reference for all organizational elements.

As stated by Nowakowska-Grunt (2009), corporate strategy significantly influences an organization's success or failure, including its ability to survive in a competitive market. Thus, strategic management is a series of decisions and actions designed to determine a

company's long-term performance. Through this strategic approach, organizations can efficiently manage limited resources to address external environmental challenges. To analyze strategic management in enhancing PT Van Oord Indonesia Jakarta's competitive strength, it is necessary to use strategic management matrices with flowcharts, as illustrated in the following diagram:



Gambar 2.2. Alur Kerangka Pemikiran  
Diolah oleh Penulis tahun 2024

### 3. Research methods

The dredging and maritime reclamation industry is a key strategic sector in Indonesia's infrastructure development. As a multinational company, PT Van Oord Indonesia plays a crucial role in dredging and reclamation projects. However, intense competition, changing regulations, and environmental challenges require the company to implement effective management strategies to remain

competitive. This study aims to identify the strategic factors influencing PT Van Oord Indonesia's competitive advantage and to formulate relevant strategies that support business growth and sustainability. The research is based on the strategic management theoretical framework by David (2018), which involves internal and external analysis, as well as strategic decision-making using various analytical tools.

### 4. Results and Discussion

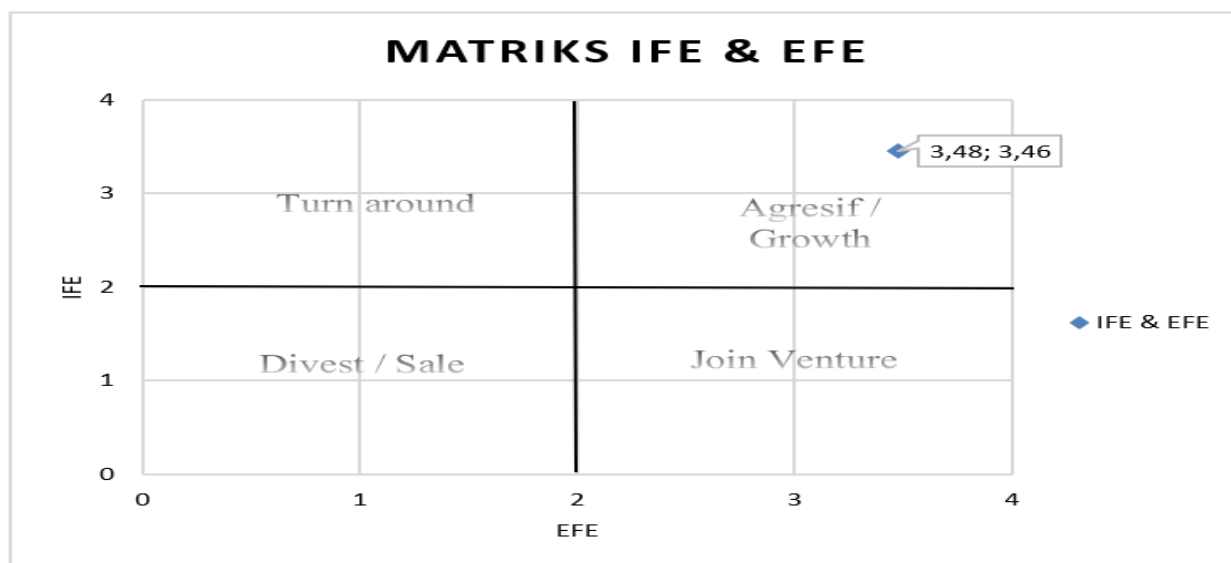
Results IFE Matrix analysis shows a total score of 3.48, which reflect strength internal Which significant . The main factor Which give contribution positive is access to modern technology ( weighted score 1.00), HR quality above industry standard (0.80), Support from parent company (0.53) and Finance company which is stable (0.70). However , the company face weakness in the form of Lack power Work for peak period (0.25) and Dependence to the agent for crew ship (0.20).

The total score of the EFE Matrix is 3.46 indicating that company is at in environment external support . Opportunities main covering increasing Potential project big in the future (1.20), Collaboration international For maritime projects (1.00) and Adoption of friendly technology environment (0.45). Threats main is Regulation Which often changed (0.38), Competition high in the industry (0.30) and fluctuation mark currency exchange ( 0.13 ).

**Table 2**  
**Matrix (Internal Factor Evaluation)**

Faktor Eksternal	Bobot	Skor	Skor Tertimbang
<b>Peluang (Opportunity)</b>			
Potensi proyek besar di masa depan	0.30	4	1.20
Kolaborasi internasional untuk proyek maritim	0.25	4	1.00
Adopsi teknologi ramah lingkungan	0.15	3	0.45
<b>Ancaman (Threat)</b>			
Regulasi yang sering berubah	0.15	2.5	0.38
Persaingan tinggi di industri	0.10	3	0.30
Fluktuasi nilai tukar mata uang	0.05	2.5	0.13
<b>Total</b>	<b>1.00</b>		<b>3.46</b>

Source : research data processed back , 2024



Comparison with competitor main such as Royal Boskalis, CCCC, and PT Rukindo show that PT Van Oord Indonesia has superiority competitive on technology ( score weighted

0.80) and market reputation (0.70). However , the price competitive Still become challenge compared to local competitors .

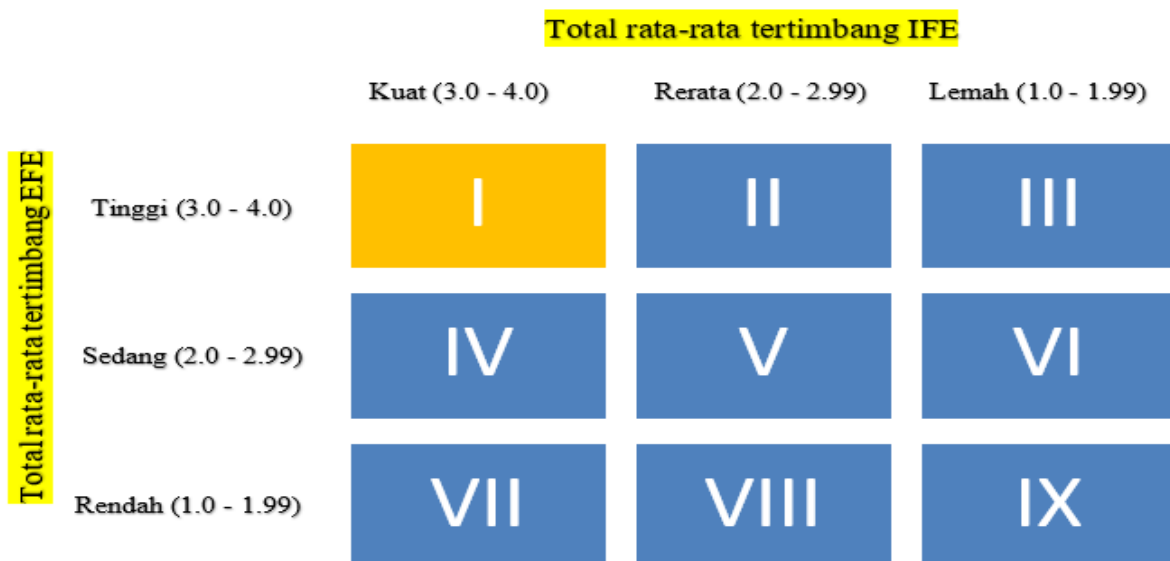
**Table 3**  
**Matrix (Competitive Profile Matrix)**

Kriteria Kompetitif	Bobot	PT VOI		(Boskalis)		(CCCC)		(Rukindo)	
		Rating	Skor	Rating	Skor	Rating	Skor	Rating	Skor
Kualitas Teknologi	0.30	4.0	1.20	3.5	1.05	3.0	0.90	2.5	0.75
Reputasi Pasar	0.25	4.0	1.00	4.0	0.88	3.0	0.75	3.0	0.75
Kemampuan Operasional	0.20	3.5	0.80	3.5	0.80	3.0	0.60	3.0	0.60
Harga Kompetitif	0.15	3.0	0.53	3.0	0.60	3.5	0.53	4.0	0.60
Dukungan Lokal	0.10	4.0	0.35	3.0	0.35	3.0	0.30	4.0	0.40
Total Skor	<b>1.00</b>		<b>3.88</b>		<b>3.68</b>		<b>3.08</b>		<b>3.10</b>

From table 3 the results of the CPM analysis can be seen that PT Van Oord Indonesia has a number of sufficient value tall with its competitors . However , PT Van Oord Indonesia is quite left behind in matter

efficiency operational so that matter This must become one of PT Van Oord Indonesia's strategies to increase Power compete .

### IE Matrix Diagram PT Van Oord Indonesia Jakarta



**Table 4**  
**SPACE Matrix ( Strategic Position and Action Evaluation)**

Dimensi	Faktor	Rating	Bobot	Skor
<b>Internal</b>	Kekuatan (Strengths)	4.00	0.50	2.00
	Kelemahan (Weaknesses)	2.00	0.50	1.00
<b>Total Internal</b>			<b>1.00</b>	<b>3.00</b>
<b>Rata-rata Internal</b>				<b>3.00</b>
<b>Eksternal</b>	Peluang (Opportunities)	4.00	0.60	2.40
	Ancaman (Threats)	3.00	0.40	1.20
<b>Total Eksternal</b>			<b>1.00</b>	<b>3.60</b>
<b>Rata-rata Eksternal</b>				<b>3.60</b>

In the IE ( Internal-External) Matrix, the axis X (horizontal) depicts internal factors (strengths) And Weaknesses), while The Y axis (vertical) describes external factors (Opportunities) And Threat). Point coordinates (2.58, 1.84) are in Quadrant I, namely the Growth Strategy area.

- Dimensions Internal (Strengths-Weaknesses ): Average 3.00 indicates position internal company Enough strong.
- Dimensions External (Opportunities-Threats): Average 3.60 indicates environment external Enough support for aggressive strategy.

Interpretation Table 4

**Table 5**  
**QSPM ( Quantitative) Matrix Strategic Planning Matrix)**

Factor Strategic	Weight	Strategy 1 : Diversification Service	US	BAG	Strategy 2 : Development Power Local Work	US	BAG
<b>Strength</b>							
Technology Advanced	0.25	4	1.00	1.00	3	0.75	0.75
Reputation International	0.20	3	0.60	0.60	4	0.80	0.80
Stability Financial	0.20	3	0.60	0.60	3	0.60	0.60
<b>Weakness</b>							
Limited Local Expertise	0.20	3	0.60	0.60	4	0.80	0.80
Dependence at	0.15	2	0.30	0.30	3	0.45	0.45



the Power Agency Work							
Total	1.00		3.10			3.40	

Results analysis show that the development strategy power more local work relevant in context condition internal And external company moment This . However, companies are also advised For still continue diversification service use guard Power compete in the market international.

## 4.2 Discussion

This study conducts an interpretation of the analysis results obtained through both descriptive and inferential approaches. These findings are then linked with qualitative data collected during the research. The discussion is further strengthened by relevant theories and previous studies that form the basis of the theoretical framework.

### Interpretation of Descriptive Analysis Results

#### Internal Factors Evaluation (IFE) Matrix

The results of the IFE Matrix analysis show that PT Van Oord Indonesia obtained a total score of 3.48, indicating a relatively strong internal position. The company's main strengths include the use of advanced technology, a strong international reputation, and stable financial conditions that support its operations. This demonstrates the company's ability to compete in the highly competitive dredging and reclamation industry. However, weaknesses were also identified, such as limited skilled local workforce and reliance on outsourced labor agencies, which may hinder long-term operational efficiency.

#### External Factors Evaluation (EFE) Matrix

The EFE Matrix analysis resulted in a total score of 3.46, suggesting that PT Van Oord

Indonesia operates in a supportive external environment. The primary opportunities arise from increasing demand for maritime infrastructure in Indonesia and potential international collaborations on large-scale projects. Additionally, the rising trend of environmentally friendly technology presents an opportunity to enhance the company's competitive advantage. However, the company faces significant threats, including intense industry competition and frequently changing government regulations, necessitating effective adaptation strategies.

### Relationship with Qualitative Data

Interviews with key stakeholders at PT Van Oord Indonesia support the quantitative analysis findings. For example, discussions with the Regional Director revealed that the company prioritizes investment in advanced technology to maintain its competitive edge. Furthermore, qualitative data highlight challenges in meeting the demand for a highly skilled local workforce, which has become a key focus in the company's strategic planning.

### Inferential Analysis and Implications

The placement of PT Van Oord Indonesia in Quadrant I of the IE (Growth Strategy) Matrix indicates strong potential for expansion and growth. The proposed growth strategies include service diversification, local workforce development, and technological innovation. This aligns with strategic management theory (David, 2018), which suggests that companies in Quadrant I should aggressively utilize internal strengths to capitalize on external opportunities. The SWOT Matrix results



further validate this alignment between strengths-opportunities (SO) strategies and market needs. For instance, the company can leverage its advanced technology and international reputation to enter new markets requiring environmentally friendly dredging solutions. Likewise, weaknesses-opportunities (WO) strategies, such as workforce training programs, are crucial to addressing internal limitations.

### Comparison with Previous Studies

The findings of this study align with previous research conducted by Ahmad, A., Rahman, A., & Ismail (2020), which emphasizes the role of technology and innovation in enhancing competitive advantage in the maritime sector. Their study indicates that the adoption of environmentally friendly technologies improves operational efficiency while complying with regulatory requirements. Additionally, this study supports the research by Susanti (2019), which highlights the importance of human resource development in addressing global competition. Unlike prior studies that primarily focus on technical aspects, this research contributes further by integrating qualitative interview data to reinforce quantitative analysis results, providing a more comprehensive view of PT Van Oord Indonesia's strategic position.

### Implications for Corporate Strategy

#### 1. Service Diversification

The analysis suggests that service diversification is a key strategy for enhancing the company's competitive position. This includes the development of environmentally friendly technologies such as low-emission dredging and sustainable reclamation solutions.

#### 2. Local Workforce Development

Given the challenges posed by a shortage of skilled local workers, the company should invest in human resource development initiatives. Key strategic steps include:

- **Investment in Training and Development:** Conducting technical training programs to enhance the skills of local employees, particularly in operating advanced dredging technologies and project management.
- **Collaboration with Educational Institutions:** Partnering with universities and maritime polytechnics to establish internship programs and scholarships, ensuring a sustainable supply of skilled labor.
- **Career Development Programs:** Establishing clear career progression paths and competitive incentives to attract and retain high-quality local talent.

These initiatives will improve operational efficiency, reduce dependency on labor agencies, and enhance the company's reputation as a key contributor to local human capital development.

#### 3. Strategic Partnerships

To mitigate competitive threats, PT Van Oord Indonesia can establish partnerships with both local and international companies. These collaborations may include:

- **Technical Alliances with Local Companies:** Facilitating easier access to government projects.
- **International Cooperation:** Forming alliances with foreign companies to share technology, expertise, and risk in large-scale projects.
- **Research and Innovation Collaborations:** Developing new

technologies with strategic partners to meet evolving client demands.

Such partnerships will strengthen operational capacity, reduce costs, and enhance global competitiveness.

#### 4. Regulatory Adaptation

Frequent changes in government regulations pose a significant threat to operations. To address this, the company should implement:

- **Proactive Regulatory Monitoring:** Establishing a dedicated compliance team to track regulatory changes in real-time and integrate necessary adjustments into business processes.
- **Compliance Training:** Providing project managers with regular training on relevant legal requirements to ensure smooth operations.
- **Government Engagement:** Actively participating in policy discussions related to the maritime sector to advocate for industry-supportive regulations.

These measures will help the company minimize legal risks, enhance administrative efficiency, and improve relationships with regulatory stakeholders.

#### Relevance to the Theoretical Framework

The theoretical framework of this study emphasizes the importance of analyzing internal and external environments as a basis for strategic formulation. The study findings support this framework by demonstrating how internal strengths can be leveraged to capitalize on external opportunities while addressing weaknesses and managing threats. Additionally, the results affirm the relevance of a resource-based view in understanding the company's competitive advantage.

#### 5. Conclusion

Overall, the discussion highlights that PT Van Oord Indonesia possesses significant potential for growth through an integrated strategy. By leveraging advanced technology, developing a skilled local workforce, and forming strategic partnerships, the company can strengthen its competitive position and contribute to the development of maritime infrastructure in Indonesia. The study provides a relevant strategic guide, supported by qualitative data, quantitative analysis, and established theories.

#### Managerial Implications

Based on the study's findings, the following managerial implications are recommended for PT Van Oord Indonesia to enhance performance and competitiveness in the dredging and reclamation industry:

1. **Local Workforce Development:** Implementing training programs and partnerships with educational institutions to build a sustainable talent pipeline.
2. **Service Diversification:** Developing environmentally friendly dredging solutions to align with regulatory trends and market preferences.
3. **Regulatory Compliance Strategy:** Strengthening legal compliance teams and proactively adapting to policy changes.
4. **Strategic Partnerships:** Expanding collaborations with local and international firms to enhance operational capabilities and market reach.

By implementing these strategic initiatives in an integrated manner, PT Van Oord Indonesia can solidify its position as a leader in the dredging and reclamation industry while fostering sustainable maritime infrastructure development in Indonesia.

## Reference

- Ahmad, A., Rahman, A., & Ismail, N. (2020). Sustainable Competitive Advantage in Maritime Industry Through Technological Innovation. *Marine Policy*, 120, 104131. <https://doi.org/10.1016/j.marpol.2020.104131>
- Analysis, S., Enterprises, C., Ricard, P., & Ice, L. (2005). SWOT Analysis SWOT ANALYSIS. *Long Range Planning*, 1, 5–9.
- Aswandi, H., & Kuncoro, M. (2003). *Methods Research For Business And Economy*. Erlangga, Jakarta.
- ATMODJO, SS, & SARJANA, SH (2023). STRATEGIC MANAGEMENT: Strategic Management Strategic ( Number December 2023).
- Belton, P. (2017). Competitive Strategy: Techniques for Analyzing Industries and Competitors. In *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. The Free Press. <https://doi.org/10.4324/9781912281060>
- Cindy, C., & Susanto, EH (2021). Analysis Management Strategy in Increase Power Competition School Base Nurture Spring Jakarta. *Journal Management Business And Entrepreneurship*, 5(1), 40. <https://doi.org/10.24912/jmbk.v5i1.10396>
- David, FR, David, MN, & David, C.B. (2009). *Strategic management: Concepts and applications*. Pearson Prentice Hall.
- David, Fred., David, F. (2016). *Strategic Management: A Competitive Advantage Approaches, Concepts*. Pearson Prentice Hall.
- David, F.R. (2010). *Strategic Management: Concepts and Applications* (14th ed.). Pearson Prentice Hall.
- David, F.R. (2015). *Strategic Concepts and Cases*. Global Edition. 13th Edition, Pearson Education, Inc., Upper Saddle River, 690.
- David, F.R. (2018). *Strategic Management: Concepts and Applications* (15th ed.). Pearson Prentice Hall.
- David, FR, & David, FR (2017). *Strategic management: concepts and cases : A competitive advantage approach*. Pearson.
- Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabattin, J. (2020). Conceptual Framework for the Strategic Management: A Literature Review - Descriptive. *Journal of Engineering* (United Kingdom), 2020, 1–21. <https://doi.org/10.1155/2020/6253013>
- HANIFA, M. (2019). Analysis Strategy Marketing With Use Quantitative Strategic Planning Matrix ( Qspm ) Method in Tangkelek Store .... *Journal Management And Entrepreneurship*, 12(1), 1–10. <http://repository.upiypk.ac.id/2124/>
- Ismayanti, N. (2012). Utilization of internet media as source Study on student Islamic communication program Postgraduate IAIN Sumatra North. *Postgraduate UIN Sumatera North*.
- Iverson, T., & Andrews, K. R. (1987). The Concept of Corporate Strategy. In *Public Productivity Review* (Vol. 11, Number 2). Dow Jones-Irwin. <https://doi.org/10.2307/3380432>
- JASMINE, K. (2014). 濟無No Title No Title No Title. Addition Sodium Benzoate And Potassium Sorbate ( Antiinversion ) And Speed Mixing As Effort Inhibition Inversion Reaction On Sugarcane Juice, 16(1), 1–23.
- Keller, P. K., & Kotler, P. (2016). *Marketing*

- Management ((15th Edit). USA: Pearson Education Limited .
- Mashuri , M., & Nurjannah , D. (2020). SWOT Analysis as Strategy Increase Power Competitive . JPS ( Journal Banking Sharia ), 1(1), 97–112.
- Moleong , LJ (2007). Research methodology qualitative edition revision .
- Nedelea , S., & Paun , L. A. (2009). The importance of the Strategic Management process in the Knowledge -Based Economy. Review of International Comparative Management, 10(1), 95–105.
- Noor, S. (2014). Implementation SWOT Analysis In Determine Strategy Marketing of Daihatsu Luxio in Malang ( Case Study) At PT. Astra International Tbk . – Daihatsu Malang). INTEKNA Journal Information Technique And Commerce , 14(2).
- Nowakowska -Grunt, J. (2009). Strategy of distribution in food industry companies. Annales Universitatis Apulensis : Series Oeconomica , 11(2), 875.
- Panjaitan , I, Malau , F, & Fahreiza , Y. (2020). Strategy Improvement Power Competition Sector Service Indonesian Tourism : Case Study Service Lake Toba and Bali Tourism . Journal Application Business And Management (JABM), 6(2), 356.
- Pearce, J. and Robinson, R. (2013). Strategic Management: Strategy Formulation Implementation and Control. 13th Edition. McGraw-Hill/Irwin.
- Porter, M. E. (1998). Competitive Advantage : Creating and Sustaining Superior Performance. In The Free: Vol. Fir Free P ( Number 1). The Free Press. <https://doi.org/10.1016/j.neubiorev.2009.11.015>
- Rangkuti , F. (1998). SWOT analysis of engineering dissect case business . Gramedia Library Main .
- Ratnawati , S. (2020). SWOT analysis in determine strategy marketing ( case study in the office) Magelang City Post 56100). Journal Knowledge Management , 17(2), 58–70.
- Rukmanasari , SU (2016). Management Strategy In Increase Power Competition Education . J-PAI: Journal Islamic Religious Education , 3(1).
- Ruslan, R. (2010). Methods public relations research and communication .
- Situmorang , SH, & Lutfi, M. (2012). Data Analysis for Research Management And Business . Medan . Usu Press .
- Suci , P. (2015). Quantitative Strategic Planning Matrix (QSPM) - Toolshero . STIE Semarang Journal , 1, 1–9. <https://www.toolshero.com/strategy/quantitative-strategic-planning-matrix/>
- Susanti , E. (2019). The Role of Human Resource Development in Enhancing Competitive Advantage in the Maritime Sector. Indonesian Journal of Maritime Studies, 7(2), 55–67. <https://doi.org/10.1080/23308249.2019.1574398>
- Triwijayati , A., Luciany , Y.P., Novita , Y., Sintesa , N., & Zahrudin , A. (2023). Strategy innovation business For increase Power competition And growth organizations in the digital age . Journal West Science Business And Management , 2(03), 306–314.
- Wheelen , L. T. , & Hunger , J. D. (2012). Strategic Management and Business Policy Toward Global Sustainability . In Journal of Mathematical Sciences (United States) (Vol. 216, Number 4). Pearson Prentice Hall. <https://books.google.co.id/books?id=EFdOtwAACAAJ>

- Wibowo , DH, & Zainul Arifin , S. (2015).  
Analysis strategy marketing For increase  
Power competitiveness of UMKM (Study  
on Batik Diajeng Solo). Journal  
Administration Business (JAB), 29(1).
- Yaşar , F. (2010). Competitive strategies and  
firm performance: Case study on  
Gaziantep carpeting sector / rekabet  
strategy and performance firm :  
Gaziantep hali sector view beer hard  
çalışması . Mustafa Kemal University  
Social Bilimler Institution Journal , 7(14),  
309-324.
- Zulfa , JF, & Rachmawati , I. (2021). The  
Analysis of Swot and IE Matrix Toward  
Marketing Strategy Pt Earth Glorious  
Seeds . eProceedings of Management,  
8(5).