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Application of SWOT Analysis to Determine Strategic Position of PT XYZ in National Market

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Abstract: This study aims to analyze the application of SWOT analysis in determining the strategic position of PT XYZ in the Indonesian national market. The object of the study is PT XYZ, a company that faces challenges and opportunities in domestic market competition. This research method uses SWOT analysis (strengths, weaknesses, opportunities, and threats) to identify internal (strengths and weaknesses) and external (opportunities and threats) components that can affect business performance. The results of the study indicate that PT XYZ has strengths such as continuous product innovation, extensive distribution networks, and strong brand reputation. However, the company also faces problems such as dependence on the local market and slow digital adoption. While threats include intense competition and fluctuations in raw material prices, opportunities that can be utilized include the development of e-commerce, government support, and the possibility of expansion into the ASEAN market. To maintain PT XYZ's strategic position in the national market, strategies such as improving digital platforms, increasing operational efficiency, and developing new products are formulated based on SWOT analysis.

Keywords: SWOT Analysis, Strategic Position, National Market

INTRODUCTION

As a company in the national market, PT XYZ faces many complex business challenges, which require appropriate and measurable strategies. To create an effective plan, the company must thoroughly understand the internal and external components that affect its business performance. In such a situation, strategic analysis becomes an important tool to determine the company's competitive position and determine the way forward.

In an ever-changing business environment, companies must regularly assess their internal strengths and weaknesses, as well as external opportunities and threats. If companies do not thoroughly understand their strategic position, they risk making inappropriate decisions and losing their competitiveness in the market. Therefore, to assist management in making strategic decisions, a systematic and objective analysis approach is needed.

Based on the background that has been described, this study focuses on several main problems faced by PT XYZ in determining its strategic position in the national market. The

first problem is related to the condition of internal factors, namely the strengths and weaknesses of PT XYZ in facing competition in the national market. The second problem is related to the condition of external factors, namely the opportunities and threats that affect business performance.

This study aims to analyze and identify internal factors in the form of strengths and weaknesses of PT XYZ in the context of competition in the national market. In addition, this study also aims to analyze and identify external factors in the form of opportunities and threats that affect PT XYZ's business performance in the national market. Finally, the purpose of this study is to make recommendations for the right business strategy for PT XYZ based on the strategic position that has been identified.

This study is expected to contribute to the development of strategic management science, especially in the application of SWOT analysis. The results of this study can also be a reference for further research related to the analysis of the company's strategic position in the national market.

METHOD

The research method is accompanied by a literature review conducted in this research, namely a literature study, an activity of reading references related to the research topic; This study is a theoretical study of the research concept and is useful for providing a framework for intuitive thinking to solve problems and making the research results scientifically valid. In addition, this study also uses the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis method to identify internal and external factors. Based on the results of the SWOT analysis, four types of strategies are proposed, namely: SO (Strengths-Opportunities) strategy which takes advantage of strengths to achieve opportunities; ST (Strengths-Threats) strategy which uses strengths to face threats; WO (Weaknesses-Opportunities) strategy which takes advantage of opportunities to overcome weaknesses; and WT (Weaknesses-Threatens) Strategy which aims to minimize weaknesses and avoid threats.

RESULTS AND DISCUSSION

Results

Based on the background of the fabric, the method that has been explained in this article, the following results were obtained:

Strategic Position

In modern strategic management, strategic position refers to a company's ability to maintain competitive advantage by combining internal resources with external opportunities. According to Teece (2020), strategic position is the result of a company's ever-changing ability to organize strategic assets to adapt to increasingly complex and uncertain business environment changes. Barney & Arikan's (2021) study reinforces the idea that strategic position includes the formation of organizational capabilities that enable continuous transformation and external position. Because of digital transformation and environmental thinking, Parker et al. (2022) offer a second perspective to understand strategic position. According to this theory, a company's strategic position is their ability to combine digital technology with conventional business models to create a broader and more sustainable value network. Adner (2023) said that contemporary strategic position must consider environmental interdependence, where the company's success depends on internal capabilities and good relationships with environmental stakeholders.

The dimensions through SWOT Analysis are currently an important component in determining strategic positioning by using it. This includes five key indicators that have changed according to the dynamics of modern business. First, the digital readiness dimension,

which measures PT XYZ's ability to adopt and integrate digital technologies to improve customer experience and operational efficiency (Verhoef et al., 2021). Second, the agility and responsiveness dimension, which assesses the speed of the company in responding to changing market conditions and customer preferences through iterative innovation and rapid prototyping (Teece, 2022). Third, the sustainability and ESG (Environmental Sustainability Group) performance dimensions are critical factors in determining the long-term viability of the company in the eyes of modern stakeholders (Porter & Kramer, 2023). The fourth dimension, which measures PT XYZ's ability to utilize big data and analysis to optimize strategic choices and operational performance (Davenport & Bean, 2021). The fifth dimension is the benefits of cooperation, which assesses PT XYZ's ability to build strategic collaborations and ecosystem relationships that result in shared value creation (Adner & Kapoor, 2023).

The strategic position has been thoroughly investigated by previous researchers in the area of Aidailaih Mulyana, A. P., & Ali, H. (2024), Yeni, F., Erwin, G., & Ali, H. (2019), Sari, V. N., & Ali, H. (2019).

Strategic Position of PT. XYZ in the National Market

To determine their strategic position. This requires identifying internal strengths that can be the basis for building growing capabilities, as well as analyzing weaknesses that can hinder the company's strategic flexibility in the increasingly growing national market.

For PT XYZ, applying a SWOT analysis in an ecosystem perspective means identifying internal strengths and weaknesses as well as opportunities for strategic collaboration with ecosystem partners and threats of disruption from new players in the market. This analysis allows the company to create a strategy that focuses on internal optimization and increasing the resilience of the national ecosystem.

PT XYZ can determine a strategic position that is not only competitive but also responsible and ready for the future in the Indonesian national market by using an updated SWOT matrix that combines digital metrics and resilience indicators.

Strategic positions in the national market have been thoroughly studied by previous researchers, including: Ernawati, F. A., & Ali, H. (2024), Tonda, F., Ali, H., & Khan, M. A. (2024), Azhari, F., & Ali, H. (2024).

Strength of PT. XYZ

PT XYZ's position in the national market is supported by several main strengths. One of them is a brand that is widely known and considered good by customers. The company can also reach the market faster thanks to a distribution network spread throughout Indonesia. The company has the advantage of human resources because it has experienced and talented employees in their fields. In addition, PT XYZ continues to innovate products to meet changing market needs and trends.

The strengths of PT. XYZ have been thoroughly studied by previous researchers, including: Praitaimai, D. R., & Alli, H. (2024), Raimaidhainityai, S., & Alli, H. (2025), Aiguistinai, P., & Alli, H. (2025).

Weaknesses of PT. XYZ

In addition to a number of internal strengths, PT XYZ also has several weaknesses. The company is highly dependent on the local market, making it vulnerable to changes in the national economy. In addition, the company's digital transformation is still slow, especially in terms of using technology for online marketing and sales. Maintaining product price efficiency and competitiveness is also a challenge due to high operational costs. On the other hand, there has been no adequate and appropriate market research that supports strategic decision making.

The weaknesses of PT.XYZ have been thoroughly studied by previous researchers in the following Sairi, V. N., & Aili, H. (2019)., Ernawaiti, F. AI., & Aili, H. (2024)., Sailsaibillai, P. J., & Aili, H. (2024).

Opportunities at PT. XYZ

The growth of the middle class in Indonesia provides an opportunity for PT XYZ to develop products with higher added value. In today's digital era, advances in information technology and the rapid growth of e-commerce provide opportunities to expand the reach of the online market. In addition, companies can also be more competitive with government support for national industries, such as through product protection policies and incentives. Expansion into the ASEAN market is an additional opportunity, especially with the ease of trade within the framework of regional economic cooperation.

The research results of PT. XYZ have been thoroughly studied by previous researchers in the following Muilyaini, S. R., Ridwain, M., & Aili, H. (2020)., Shobirin, M., & Aili, H. (2019)., Muilyaini, S. R., Ridwain, M., & Aili, H. (2020).

Ancaman PT. XYZ

Meskipun ada banyak peluang, PT XYZ juga harus menghadapi banyak ancaman dari lingkungan luar. Posisi bisnis dapat terancam oleh persaingan yang semakin ketat di pasar nasional, yang terdiri dari pelaku lokal dan asing. Perusahaan yang bergantung pada bahan baku impor juga rentan terhadap perubahan harga dan nilai tukar. Karena preferensi konsumen berubah dengan sangat cepat, perusahaan harus terus mengubah produk dan strategi pemasaran mereka. Selain itu, ketidakpastian ekonomi dan politik, baik di dalam negeri maupun internasional, dapat berdampak pada kestabilan operasional dan pertumbuhan bisnis.

Alncaimain paidai PT. XYZ telaih di pelajari secairai menyeluiruih oleh peneliti sebeluimnyai di aintairainyai aidailaih Yeni, F., Erwin, G., & Aili, H. (2019)., Maiishairoh, T., & Aili, H. (2020)., Mirzai, M., & Aili, H. (2020).

Based on the SWOT analysis, PT XYZ has strengths in brand recognition, extensive distribution networks, experienced human resources, and the ability for continuous product innovation. However, the company still faces several internal weaknesses, such as dependence on the local market, late adoption of digital technology, high operating costs, and lack of in-depth market research. PT XYZ has many opportunities on the external side, including the growth of the middle class, the advancement of e-commerce, government support for domestic industries, and opportunities to expand into regional markets such as ASEAN. However, the company also faces threats such as increasingly fierce competition, fluctuations in raw material prices, shifts in consumer preferences, and economic and political uncertainty. Through this SWOT mapping, PT XYZ can formulate the right strategy to increase its competitiveness in the national market. Table 1 below summarizes the SWOT strategies that can be applied by PT XYZ based on the SWOT analysis:

Tabel 1. SWOT Analisis

	STRENGTH The brand is known nationally	WEAKNESSES Dependence on local markets
OPPORTUNITY Digital Marketing E-commerce	STRENGTH - OPPORTUNITY Expand digital market with national distribution and e-commerce strength.	WEAKNESSES - OPPORTUNITY Digital transformation to expand markets and reduce local dependency.
THREATS Tight competition	STRENGTH - THREATS	WEAKNESSES - THREATS

	Strengthen consumer loyalty through innovation and quality in facing competitors.	Improve operational efficiency through business process automation.
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SO Strategy (Strength - Opportunity):

This strategy aims to enable the company to grow and expand the market by using its competitive advantages.

ST Strategy (Strength - Threats)

The focus of this strategy is to maintain the company's position to remain competitive in the face of competition and market risks.

WO Strategy (Weaknesses - Opportunities)

This strategy aims to strengthen the company's position by overcoming or improving internal weaknesses through external opportunities.

WT Strategy (Weaknesses - Threats)

This strategy is defensive and aims to ensure that the company survives in unfavorable conditions.

Discussion

Based on theoretical studies and relevant articles, SWOT analysis is an effective method to formulate a strategy by identifying the company's strengths, weaknesses, opportunities, and weaknesses. This analysis helps maximize strengths and opportunities, and minimize weaknesses and weaknesses. Thus, companies can develop a strategy that is more proactive and increases their competitive advantage.

SWOT Analysis

SWOT analysis is a strategic planning technique used to identify and evaluate the Strengths, Weaknesses, Opportunities, and Threats (Strengths, Weaknesses, Opportunities, and Threats) owned or faced by an organization, company, or project. The main purpose of this analysis is to help organizations understand the internal and external components that affect their performance, so they can create useful and targeted plans.

1. *Strength* is an internal component that makes a company better than its competitors. Examples may include an extensive distribution network, a strong brand, or advanced technology.
2. *Weaknesses* are unfavorable internal factors that can harm business performance. For example, a lack of skilled labor, poor management, or high production costs.
3. *Opportunities* are external resources that a company can use to grow. For example, supportive government regulations, favorable market trends, or increasing consumer demand.
4. *Threats* are external elements that can threaten the stability and sustainability of a company. For example, market shifts, economic crises, or rapid technological advances.

SWOT analysis has been studied extensively by previous researchers in the field of Mulyani, S. R., Ridwan, M., & Ali, H. (2020)., Shobirin, M., & Ali, H. (2019)., Mulyani, S. R., Ridwan, M., & Ali, H. (2020).

Tabel 2. Strategi SWOT

	<p>Strength</p> <ol style="list-style-type: none"> 1. Nationally recognized brand 2. Wide distribution network 3. Competent and professional human resources 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Dependence on local markets 2. Digital transformation is not yet optimal 3. High operational costs
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Internal factors	4. Continuous product innovation	4. Minimal market research in decision making
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External Factors		
Opportunity 1. Middle class growth 2. Government support for local industry 3. Potential expansion into ASEAN markets 4. Development of digital technology and e-commerce	Strategy Strengths – opportunities 1. Leveraging distribution networks to expand markets through e-commerce and digitalization. 2. Developing innovative value-added products for the growing middle class. 3. Conducting regional expansion (ASEAN market) with brand strength and professional human resources.	Weakness-Opportunity Strategy 1. Facing tough competition by maintaining product innovation and consumer loyalty. 2. Diversifying raw material sources to reduce the impact of price fluctuations. 3. Increasing brand relevance through marketing campaigns that follow consumer trends.
Threat 1. Increasingly tight market competition 2. Fluctuations in raw material prices 3. Changes in consumer preferences 4. Economic and political uncertainty	Strategy Strengths – threats 1. Accelerate digital transformation to reduce dependence on local markets. 2. Optimize government support (incentives) for cost efficiency and digitalization. 3. Develop internal market research to respond to changes in consumer behavior.	Strategy Weaknesses – threats 1. Reduce operational costs by implementing automation and process efficiency. 2. Improve market analysis capabilities to address changing trends and preferences. 3. Develop risk management strategies to address economic and political uncertainty.

Alternatif strategi SWOT ini meliputi:

1. SO Strategy (Strength - Opportunity)

- a. PT XYZ launches an innovative product targeting the middle-upper segment: PT XYZ makes functional drinks with natural ingredients and health benefits designed for a modern lifestyle. This product is packaged with a premium design and marketed through a campaign that emphasizes health and pride in local products.
- b. Expanding market reach through e-commerce: The company builds its own e-commerce platform and collaborates with major marketplaces to sell its goods nationally, using an internal distribution fleet for fast and efficient delivery.
- c. Expansion into the ASEAN market: PT XYZ begins exporting its products to ASEAN countries such as Malaysia and Singapore by participating in international exhibitions and collaborating with regional distribution partners.

2. Strategy ST (Strength – Threats)

- a. To increase innovation and customer loyalty campaigns, PT XYZ releases new products every three months and offers a membership program for loyal customers who receive reward points as part of their membership.

- b. Building alternative supply networks: To ensure stable supply and competitive prices, the company collaborates with local farmers and raw material producers from various regions in Indonesia.
 - c. Strengthening the image as a competitive local brand: PT XYZ increases consumer pride in domestic products through media campaigns with the story "Karya Anak Bangsa".
3. Strategy WT (Weaknesses – Threats)
- a. Optimizing operational efficiency through automation: The company combines supply chain, production, and sales with automated packaging machines and ERP systems.
 - b. Improving market research functions: PT XYZ begins using digital analytics tools and big data to understand customer consumption patterns and make quick responses to changes in market behavior.
 - c. Developing a risk management plan: PT XYZ creates financial crisis scenarios, saves emergency funds, and reduces market concentration risks by exploring alternative markets.
4. WO Strategy (Weaknesses – Opportunities)
- a. Building an e-commerce system and internal digital platform: PT XYZ forms an IT and digital marketing team to build an official online store and implement a CRM system to customize offers to customers.
 - b. Taking advantage of government incentives: Companies can participate in digitalization assistance programs for MSMEs, get tax breaks, and get training on digital transformation.
 - c. Building a market research unit: PT XYZ employs market analysts and forms a research and development division to conduct regular customer surveys and generate purchasing trends to be used as a basis for product development.

Analysis of the company, both internal and external environments. Developing a business plan. SWOT analysis of this environmental analysis. It consists of an analysis of strengths, weaknesses, opportunities, and weaknesses. Based on logic, this analysis can maximize strengths and opportunities while minimizing weaknesses.

The SWOT strategy has been studied in detail by previous researchers in the following Firmansyah, P. D., & Ali, H. (2024)., Sari, V. N., & Ali, H. (2019)., Mulyana, A. P., & Ali, H. (2024).

Strategic Positioning

The way an organization or entity positions itself in the market or competitive environment to maintain a sustainable competitive advantage is known as strategic positioning. Strategic positioning can involve changing strategies or choosing different ways of doing the same thing. Key elements of Strategic Positioning:

1. Value Differentiation: The organization must create value that is different from its competitors. This can be achieved by developing new products, high-quality services, or a different business model.
2. Market Segmentation: Select the right target market and focus on the needs of that segment rather than trying to meet everyone's needs.
3. Core Capabilities: Finding and improving your internal capabilities that give you a competitive advantage.

Strategic positions have been studied in depth by previous researchers including: Mulyana, A. P., & Ali, H. (2024), Yeni, F., Erwin, G., & Ali, H. (2019), Sari, V. N., & Ali, H. (2019).

Strategy for Determining Strategic Position

1. Cost Leadership

A company uses a cost leadership strategy to position itself as the lowest-cost producer in its industry. In this position, the company focuses on cost efficiencies across the value chain, including operational management, production, and distribution. The goal of this strategy is to offer customers lower prices without sacrificing quality. Large-scale production, process automation, and tight cost control are common tactics used by companies implementing cost leadership to remain competitive.

2. Differentiation

Differentiation strategy emphasizes making a product or service unique. Companies that use this method try to create added value that competitors do not have, giving customers a compelling reason to buy their product, even if it is more expensive. Product design, innovative features, quality materials, superior customer service, or even a strong, emotional brand identity can be ways for a product to stand out from the crowd. The ultimate goal is to foster customer loyalty and create the perception that they are the only ones in the market.

3. Focus

However, by using a focus strategy, a business can serve a specific market or niche better than competitors who focus on a broader market. Companies can focus this on a specific consumer demographic, such as age, lifestyle, geographic location, or specific needs. To achieve this goal, they may choose to use an approach that is inexpensive but has limited scope. With a focus strategy, companies can offer more tailored and customized solutions because they understand the specific needs of the segment.

4. Blue Ocean

Blue ocean strategy differs from the previous three strategies that operate in existing markets. Blue ocean strategy aims to create new market space that has not been contested by competitors, making competition irrelevant. Value innovation—or value innovation—is used in this strategy to generate new demand, create unique propositions, and eliminate components that the market no longer deems necessary. To implement it, companies must think strategically and innovatively to create products or business models that will disrupt old standards and create new standards in their industry.

Strategic Positioning Strategy has been studied thoroughly by previous researchers, including: Ernawati, F. A., & Ali, H. (2024), Tonda, F., Ali, H., & Khan, M. A. (2024), Azhari, F., & Ali, H. (2024).

CONCLUSION

The SWOT analysis provides a complete picture of PT XYZ's internal and external conditions in the national market. To face a dynamic market, the company's main strengths, such as brand recognition, product quality, and solid distribution, must be the focus of internal improvement. On the other hand, the lack of digitalization, operational management, and innovation exploration must be the focus. With the development of the digital market, government support, and local product trends, growth can drive growth.

Based on these findings, PT XYZ has the ability to establish a strategic position as a company that acts quickly and creatively to take advantage of market opportunities. PT XYZ is expected to maintain its competitive advantage and continue to expand market coverage through the recommended strategies, which include strengthening digital platforms, launching new products that are in line with trends, increasing collaboration with strategic partners, and differentiation based on local cultural values.

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