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## SWOT analysis in determining long-term competitive strategies at PT. XYZ

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**Abstract:** This study aims to formulate an effective long-term competitive strategy for PT. XYZ, a furniture company that manufactures sofas, mattresses, for domestic and export markets. The research object in this study is PT. XYZ, which is facing competitive challenges due to the increasing number of competitors and changing market preferences. The method used is qualitative descriptive with a case study approach, through the collection of data from literature studies. The analysis is carried out using SWOT tools to identify internal (strengths and weaknesses) and external (opportunities and threats) factors that affect the company's position. The results of the study show that PT. XYZ has strength in product quality and production capacity, but is weak in digitalization and global branding. Opportunities stem from the growth of e-commerce and design trends, while threats include fluctuations in raw material prices and fierce competition. The resulting strategy includes increasing production efficiency through digitalization, developing innovative products, expanding digital marketing, and strengthening internal management systems. This strategy is expected to be able to increase the competitiveness and market position of PT. XYZ on an ongoing basis.

**Keywords:** SWOT Analysis, Competitive Strategy, Long-Term

## INTRODUCTION

PT. XYZ is a furniture company that manufactures sofas, mattresses, cushions, and bed upholstery. The company operates in two main markets: the domestic (local) market and the export market. Some of its prominent clients include Inoac Living, Mujirushi, Ichiba, IKEA, and Conforma. The presence of these well-known brands indicates that PT. XYZ possesses the production capacity and quality standards that meet international requirements.

PT. XYZ is currently facing increasing challenges, especially in designing competitive strategies that are relevant for enhancing its competitiveness in the rapidly evolving furniture industry. In the last few years, the company has experienced a decline in sales volume, mainly due to competitors offering similar products at more competitive prices and quality. This condition highlights the urgency for the company to differentiate its business strategy in response to the shifting industry landscape.

Therefore, a strategic approach is needed that focuses on understanding market needs, improving production efficiency, increasing value-added innovation, and aligning with consumer preferences. This research applies SWOT analysis to identify the strengths, weaknesses, opportunities, and threats that PT. XYZ faces. The results of the analysis are used to formulate appropriate and relevant strategies to improve the company's competitive position, support sustainable business development, strengthen its market presence, and adapt to changes in consumer behavior and industry trends.

The purpose of writing this article is

1. To analyze the strengths, weaknesses, opportunities, and threats (SWOT) faced by PT. XYZ in the face of the increasingly competitive dynamics of the furniture industry.
2. To determine the right long-term competitive strategy for PT. XYZ through a SWOT strategy approach, especially by formulating and implementing the SO (Strengths-Opportunities), ST (Strengths-Threats), WO (Weaknesses-Opportunities), and WT (Weaknesses-Threats) strategies as the basis for comprehensive strategic decision-making and the development of strategic strategies that are consistent with the growth of the company

## METHOD

The research method and the analysis of the research are based on the research of this research and the activities of the reference that are related to the research topic; This is a theoretical framework for the concept of research that gives people a sense of thinking that is to break down the fabric of the research that is being done in the context of the scientific process. In addition, this researcher also uses the SWOT analysis method (Strengths, Weaknesses, Opportunities, Threats) to identify external and internal factors. The SWOT analysis is based on the following types of strategies, namely: SO (Strengths-Opportunities) strategies that play the role of the SO (Strengths-Opportunities) in the development of the company; Strategi ST (Strengths-Threats) that are to be used to improve the quality of the game; Strategi WO (Weaknesses-Opportunities) that play a role in changing the outlook to bring weakness; and Strategi WT (Weaknesses-Threats) yang bertujuan untuk meminimalkan kelemahan dan menghindari ancaman.

## RESULTS AND DISCUSSION

### Result

Based on the literature review, findings, and methods described in this article, the results obtained are as follows:

### Competitive Strategy

The theory of competing strategies emphasizes that a company must develop strategies involving comprehensive planning, coordination, and control. It is essential to thoroughly understand the nature and characteristics of the organization. However, in practice, the strategic level at which business decisions are made does not always align directly with the originally targeted strategic objectives.

In the strategic formulation process, top management plays a crucial role in conducting evaluations and making decisions that shape company performance. This is a critical component in building competitive advantage and delivering value within a competitive environment. The chosen strategy should align with all activities and functions across the organization. This alignment ensures that the strategy effectively supports the company's efforts to achieve sustainable competitiveness.

Moreover, the selected strategy must be adjusted in accordance with the company's internal resources, particularly its human resources. Human resources are a vital asset that significantly influences strategic execution and performance outcomes. Therefore, companies must leverage these internal strengths to create and sustain a competitive advantage.

Ultimately, the goal of every competitive strategy is to secure a strong position within the industry by achieving superior competitive advantage. A company can enhance its market strength by strategically managing its internal capabilities in alignment with industry demands.

The discussion of competing strategies in this study aligns with previous research by Alifai, M., & Alli, H. (2024); Caindana, D. M., Alli, H., & Zefriyenni, Z. (2023); and Waihono, S., & Alli, H. (2021), who have explored similar frameworks in their respective studies.

### **Long-term competitive strategy at PT. XYZ**

To modernize its production process, PT. XYZ has adopted digital tools that automate manufacturing operations. This initiative aims to enhance product quality, improve efficiency, and ensure consistency. The ultimate goal is to scale production effectively to meet both domestic and export market demands. Additionally, the integration of smart production systems allows PT. XYZ to predict and monitor process reliability, which in turn helps identify and address operational weaknesses. Investing in advanced technology is also expected to strengthen the company's competitiveness and support sustainable growth.

PT. XYZ operates in an industry where furniture design trends are constantly evolving, driven by changes in lifestyle and consumer preferences. To stay ahead, the company focuses on creating innovative, ergonomic, and functional products. It collaborates with both international and local designers to diversify its product offerings and cater to a wide range of markets. For example, minimalist designs are tailored for European and Japanese consumers, while multifunctional furniture targets urban markets in Southeast Asia.

By actively participating in international furniture exhibitions, collaborating with global buyers, and implementing integrated digital marketing strategies, PT. XYZ aims to strengthen its brand reputation. The company is also developing its own private-label brand to enhance brand recognition in the global market.

Digital transformation at PT. XYZ goes beyond production—it is also applied in marketing, customer engagement, and internal operations. The company is optimizing e-commerce platforms such as Tokopedia, Shopee, Lazada, Amazon, and Alibaba to improve accessibility and convenience for customers. Furthermore, PT. XYZ is enhancing its digital-based supply chain management systems to increase transparency, accuracy, and distribution efficiency.

These strategies align with findings from previous research on competitive strategies in the furniture industry, including studies by Yeni, F., Erwin, G., & Alli, H. (2019); Maisharoh, T., & Alli, H. (2020); and Mirza, M., & Alli, H. (2020).

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

The company possesses several strategic strengths that serve as the primary foundation in building and sustaining its competitive advantage in the market. One of the main strengths is its consistent ability to meet customer expectations through high-quality, reliable products. This is supported by skilled workers who uphold high production standards, ensuring precision and aesthetic appeal in every product manufactured.

Moreover, PT. XYZ has a diverse product portfolio tailored to suit various market segments. This strategic variety enhances its ability to serve both domestic and international markets effectively, strengthening its market reach and adaptability.

These strengths have also been examined in prior research, including studies by Praitamai, D. R., & Alli, H. (2024); Raimadhanian, S., & Alli, H. (2025); and Agustina, P., & Alli, H. (2025).

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

Amid intense industrial competition, the industry continues to face several internal weaknesses that must be addressed. PT. XYZ still struggles to fully leverage digital technologies to enhance operational efficiency and remain competitive in the digital transformation era. Additionally, the company has yet to establish a strong brand reputation in the international market, which limits its potential for expanding global exports.

The current production capacity remains relatively limited, posing a challenge to meeting increasing demand and improving overall productivity. Another critical weakness lies in the lack of consistent innovation in product design, which may cause the company to fall behind in responding to rapidly changing consumer trends and preferences.

These identified weaknesses have also been highlighted in previous research, such as studies by Sairi, V. N., & Alli, H. (2019); Ernawati, F. A., & Alli, H. (2024); and Salsabila, P. J., & Alli, H. (2024).

### **The opportunity of PT. XYZ**

Opportunities for growth are wide open for the company, in line with the increasing global demand in the furniture industry. The dynamic evolution of design trends provides PT. XYZ with the potential to continuously innovate and produce products that align with modern consumer preferences. Simultaneously, there is an opportunity to improve environmental quality and sustainability, allowing the company to position itself as a responsible and eco-conscious manufacturer.

Moreover, the rise of the digital economy and the growth of e-commerce platforms offer significant potential to enhance distribution efficiency and expand market reach. By utilizing digital technologies, PT. XYZ can strengthen its competitiveness and support long-term business sustainability.

These growth opportunities for PT. XYZ have been identified in previous studies by Muilyaini, S. R., Ridwan, M., & Alli, H. (2020); Shobirin, M., & Alli, H. (2019); and Muilyaini, S. R., Ridwan, M., & Alli, H. (2020).

### **The threat of PT. XYZ**

The company is influenced by various external threats that can affect business stability and growth. Intense competition, both from local and international players, forces the company to continuously innovate and maintain product quality in order to remain competitive. Additionally, fluctuations in the prices of raw materials present their own challenges, as they can impact production costs and profit margins.

Rapid shifts in consumer preferences also demand adaptability in product design and marketing strategies. Moreover, global economic risks—such as limited access to international markets and unpredictable government policies—further increase the complexity of managing the business.

External threats faced by PT. XYZ have been previously studied by researchers such as Yeni, F., Erwin, G., & Alli, H. (2019); Maishairoh, T., & Alli, H. (2020); and Mirzai, M., & Alli, H. (2020).

Through SWOT analysis, PT. XYZ identifies its strengths in customer service and product quality, along with opportunities from technological adoption, digital transformation, and the development of the digital economy. However, the intense competition in the industry

necessitates continuous innovation and operational efficiency. These insights are summarized in the SWOT analysis findings below:

**Table 1. SWOT Analysis**

|                                                |                                                                                               |                                                                                       |
|------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                                                | <b>STRENGTH</b><br>Kuiailitais prodive uingguil                                               | <b>WEAKNESSES</b><br>The most popular brand in the international landscape            |
| <b>OPPORTUNITY</b><br>Digitized by E-commerce  | <b>STRENGTH</b> -<br><b>OPPORTUNITY</b><br>Mixing Optimum Cloth Manure                        | <b>WEAKNESSES</b> -<br><b>OPPORTUNITY</b><br>Increasing the number of digital players |
| <b>THREATS</b><br>Competition is a competition | <b>STRENGTH - THREATS</b><br>Investing in technology products uintuik to increase efficiency. | <b>WEAKNESSES</b> -<br><b>THREATS</b><br>Introduction of the E-Waste Control System   |

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

This strategy is designed with daisaircloth thinking about peruisaihaiaian uintuik optimizing the fabric of the diving industry .

**ST ST Strategy ( Strength – Threaitis)**

This strategy is implemented through investment in technology to improve efficiency.

**WO Strategy ( Weaknesses – Opportunity)**

This strategy is applied to optimize the digital platform user fabric as effectively as possible.

**WT Strategy (Weaknesses – Threaitis)**

This strategy is implemented by developing a qualitative control system.

The purpose of these results is to provide a comprehensive and in-depth understanding of SWOT analysis, so that it can be a solid basis in the strategic decision-making process and organizational development planning effectively and efficiently, namely:

1. PT XYZ's competitive strategy is to leverage the strength of high-quality products and digitalization opportunities to optimize market share (SO strategy).
2. companies seek to address weaknesses such as lesser-known brands by making effective use of digital platforms (WO strategies).
3. PT XYZ also focuses on investing in production technology to improve efficiency and face stiff competition (ST strategy).
4. The company is committed to improving its quality control system to minimize risks due to internal weaknesses and external threats (WT strategy).

**Discussion**

With the development of the theory of the relevant, the SWOT analysis is an effective method of recovering the straitegi by throwing the fabric to the right, weak, weak, and weak. This analysis helps to reduce the amount of moisture in the soil , as well as the amount of moisture in the soil. With demise demikiain, peruisaihaiaian daipait is a straitegi poetic who aidaiptif dain meningkaitkain daiyai competition.

**SWOT Analysis**

SWOT analysis (Strengths, Weaknesses, Opportunity, aind Threaitis) is a fluid analysis that youaipai aipits that are needed to achieve business planning. On the other hand, the SWOT

analysis is designed to provide a framework for the development of the internal environment and external environment. The internal environment consists of weakness (*weakness*) and strength, while the external environment consists of the external environment of the environment (*opportunity*) and the core (*threats*).

1. *Strength* (Kekuatan) adalah kondisi yang kuat untuk dominan dalam perusahaan. This filmmaker created the value of tambah untuk keunggulan bagi perusahaan. Suatunya perusahaan dapat menunjukkan nilai tambah ini jika ia unggul dibandingkan perusahaan lain dan dapat untuk fulfill the kebutuhannya pemaangku kemas. Inilah kekuatan untuk perusahaan dalam creates high kuailitas.
2. *Weaknesses* (weaknesses) adalah situasi yang menunjukkan kelemahan untuk kekurangan suatunya perusahaan. Suatunya perusahaan dapat dianggap baik jika perusahaan tersebut dapat menguraikan untuk baik menghidupkan kelemahan
3. *Opportunity* (peluang) adalah suatunya situasi di luar perusahaan yang dapat giving keuntungan bagi perusahaan dan dapat meningkatkan peluang.
4. *Threats* (ancaman) adalah eksternal situasi yang affecting the business liquidity. This is a great way to compete with the business community. This risk is not eliminated. akan berdampak jangka panjang, menghambat pencapaian tujuan dan visi perusahaan.

The SWOT analysis was conducted in the same way as the previous researcher in the analysis Muilyani, S. R., Ridwan, M., & Ali, H. (2020)., Shobirin, M., & Ali, H. (2019)., Muilyani, S. R., Ridwan, M., & Ali, H. (2020).

**Table 2. SWOT Strategy**

| Internal factors | Strength                                                                                                                                                                                                                        | Debilitation                                                                                                                                                                                                                                          |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | <ol style="list-style-type: none"> <li>1. Kuailitas prodive unggul</li> <li>2. Players of the Byzantine Empire.</li> <li>3. Portfolio of prodive yang beraigam</li> <li>4. Domestic distribution and export networks</li> </ol> | <ol style="list-style-type: none"> <li>1. Digital technology players are on the rise.</li> <li>2. The most popular brand in the international landscape</li> <li>3. Process: A True Story</li> <li>4. Terbatasnya innovation desain produk</li> </ol> |

| External Factors                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Chance</b> <ol style="list-style-type: none"> <li>1. Landscape Growth Globalization</li> <li>2. Trends desain yang berkembang</li> <li>3. Elevation of the Inner Circle</li> <li>4. Digitized by E-commerce</li> </ol> | <b>Strength Strategy – opportunities</b> <ol style="list-style-type: none"> <li>1. Optimizing the Interior of the Interior of the Interior</li> <li>2. A Collection of Contemporary Designs for the Future, A Collection of Contemporary Designs</li> <li>3. Ekspansi penjualan melalui platform digital dan E-commerce</li> <li>4. Kolaborasi dengan Desainer dan Influencer</li> </ol> | <b>Weakness-Opportunity Strategy</b> <ol style="list-style-type: none"> <li>1. Investing in technology products untuk to increase efficiency.</li> <li>2. A team of experts who are committed to innovation</li> <li>3. Increasing the number of digital platforms</li> <li>4. Improving the internal process system</li> </ol> |

| Threat                                                                                                                                   | Strength Strategy – threats                                                                                                                                                                                    | Weakness Strategy – threat                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Competition is a competition<br>2. Fluiktuiasis hairgai baihai baikui<br>3. Persuading preferences<br>4. Globalization economic risks | 1. Investing in technology products uuntuk to increase efficiency.<br>2. Diversification of the landscape<br>3. Menjailin kemitraian strategis dailaim raintaii paisokain<br>4. Keeping an eye on the Spartans | 1. Structural reconstruction of the process of produksi uuntuk to revert the inability of the work to be done<br>2. Mindfulness Through Icy Meditation<br>3. Risk management of raintaii paisokain<br>4. Introduction of the E-Waste Control System |

This SWOT strategy includes:

1. Strategi SO (*Strength - Opportunity*)
  - a. Optimizing Kuailaitais Produk Dailaim Penetrating Export Landscapes: Gaining Expertise in PT. XYZ has a strong supply of water products, which can lead to export to countries with high demand for exports.
  - b. Changing the Modern Design Trend dain Raimaih Environment: Playing the fashion trend of the modern design and the environment is changing the way we think about the environment.
  - c. Expansion of Marketplaces through Digital Platforms and E-commerce: Playing a role in the distribution of digital platforms that can help with the development of technology to improve the penetration of the online landscape, to increase the number of customers, and to increase the number of customers.
  - d. Kolaiboraisidengain desaiiner dain influencer : meraingkuil pairai professionalil dain influencer uuntuk meningkatkan braind aiwarenes dain menaik paisair yang more luke.
2. Strategi ST (*Strength – Threats*)
  - a. Differentiating Produk dain Laiyainain: Seeking to differentiate oneself from competitors in the face of competition and competition, so as to differentiate oneself from competitors.
  - b. Diversify Landscape Risks: Diversifying Landscape Risks Is More Flexible With Demand Flow And Consumer Preferences, So That Companies Are Not Left Behind To Gain Their Own Paisair Segments.
  - c. Menjailin Kemitraian Strategis dailaim Raintaii Paisokain: Uuntuk menainggulaingi aincaimain fluiktuiasis hairgai baihai baikui, PT. XYZ daipait melaikuikain kemitraian jaingkai painjaing dengain pemaissok baihai baikui uitaimai guinai memaistikain ketaibilain paisokain dain hairgai.
  - d. Monitoring of the distribution of the strategi of the river: the use of the river
3. Strategi WT (*Weaknesses – Threats*)
  - a. Restrukturisasi Proses Produksi uuntuk Mengumenguingi Tenagaintuingain Tenai Kerjai Mainuail: Modernizing the process of working guinai to make it easier for the industry to increase the consistency of the process of produik in the face of industrial competition.
  - b. Improvement of Braind AIwarenes through Increasing Knowledge: Uuntuk is aware of the weakness of the demand for knowledge in the export landscape and the competition is high, PT. XYZ needs to improve the ability of the farmers to improve the distribution of liquid liquidity.

- c. Risk Management of Raintaii Paisokain: Diversifying the content of the seimber baihaiin baikui dain menjailin kerjai saimai with the gain of several uintuik suppliers to recite the flow of the hairgai dain kendailai paisokain that can lead to the process of prodoving.
  - d. Improvement of the quality control system: ensuring that the product is consistently high quality and that it is consistent with high quality
4. Straitegi WO ( *Weaiknesses – Opportunity*)
- a. Investment in Technological Efficiency Improvements: Addressing the weaknesses of the process of the process of improving the quality of the product by playing the role of the technology in the development of
  - b. Pelaitihain dain Pengembaingain Equipo uintuik Improving Innovation: Playing faiaitkain program of the government and the trend of developing suimber daiyai mainuisiai uintuik meningkaitkain creativity and design and the development of landscape response.
  - c. Increasing the Player of Digital Platforms uintuik Audiences: Addressing the transformation of the e-commerce landscape by improving the effective digital audience strategy , so that it can make the domestic and international landscapes more accessible.
  - d. Improving the management system for internal processes: improving the procedures for structuring the organization to encourage operational effectiveness and improving the effectiveness of the organization.

The purpose of the results and discussion in this article is to conduct a thorough analysis of the internal and external conditions of the company. Through the SWOT (Strengths, Weaknesses, Opportunities, Threats) approach, the writing of this article aims to:

1. The analysis carried out is the company's internal environment, which includes strengths and weaknesses, as well as the external environment, which includes the opportunities and threats faced by PT. XYZ.
2. Create and develop flexible long-term business plans to adapt to market changes and competition.
3. Use SWOT analysis as a strategy tool to effectively see strengths, weaknesses, and opportunities while mitigating the effects of weaknesses and threats.
4. Provide basic logistics for the company's strategic decisions in an effort to increase the company's competitiveness and desires in the future.

The SWOT strategy was studied in the field as well as by the previous researcher in the study Firmainsyaih, P. D., & Alli, H. (2024)., Sairi, V. N., & Alli, H. (2019)., Muilyainai, A. A. P., & Alli, H. (2024).

### **Competitive strategy**

Porter said he was pleased with the way the game was played. Pertaimai, daiyai tairik inindustri is tuinjuikkain by profitaibilitis jaingkai painjaing. Second, the analysis of the business is determined by the position of business competition in the industry.

*The potential of investors, suppliers, industry partners, investors, buyers aidailaih limai kekuiaitain competition yaing aikain mengpengairuihi profitaibility suiaitui inindustriistri, aidai 5 yaiitui,*

1. Potential competitors aidailaih peruisaihaiaian yaing saiait are not competing with dailaim suiaitui tetaipi industry has the ability to sumaisuiki suiaitui induistri jikai peruisaihaiaian tersey has suimber daiyai yaing dinekaikain kenyaian
2. The supplier aidailaih peruisaihaiaian yaing provides inpuut uintuik business such as baihaiin baikui, jaisai, dain tenaigai kerjai. A person who is in a position to take the position of

taiwair is to be able to use the position of the person who is responsible for the development of the industry and the person who is responsible for the development of the industry

3. Peruisaihaian dailaim saitui inindustriistri bercoming saitui saimai lain uintuik mendaipaitkain paingsai paisair dain paingsai pelainggain. (improvement of the competition) through the introduction of hairgai produik, the development of the development of the industry, the development of the industry, the implementation of the development of the industry , the implementation of the development of the industry,
4. Tidaik hainyai peruisaihaian yaing meproduik yaing saimai, tetaipi juigai peruisaihaian yaing meproduik produik suibstituisi mengaincaim competition produik produik. Produik Yaing has a similar fuingsi to the Produik Yaing dibuaiat by Peruisaihaian.
5. Kairenai pendaipaitain penjuiailain (sailes revenue) yaing obtained peruisaihaian dairi penjuiailain produik, daiyai taiwair buyer is an important competitor uintuik of business prosperity.  
business to buyers. Duiai faiktor uitaimai, daiyai taiwair taiwair-menaiwair (taiwair-menaiwair pengairuih taiwair) dain sensitivitiis hairgai, determine the position of daiyai taiwair buyer terhaidaip peruisaihaian yaing juiail bairaing dain jaisai.

The strategy competed in the study in the same liquid as the previous researcher in the study of the aintairainyai aSairi, V. N., & Alli, H. (2019)., Ernaiwaiti, F. Al., & Alli, H. (2024)., Sailsaibillai, P. J., & Alli, H. (2024).

## Strategy to gain a competitive advantage

### 1. Cost Leadership

Biaiyai leadership, Sebuiaih peruisaihaian yaing maimpui proproduksi dengain biaiyai rendaih daipait mengguinaikain kemaimpuian biaiyainyai uintuik menaiwairkain hairgai yaing more rendaiui aitaui menikmaiti mairgin yaing high.

With this liquid, the business of the business is to use the pasai paisair cloth by obtaining the pasaiing cloth with the hair of the soak. If the peruisaihaian has a keuingguilain biaiyai, they will get a bainyaik keuintuingain.

Pertaimai, they daipait determine hairgai juiail yaing rendaih saimbil obtain mairgin yaing cuikuip. It is a great way to get rid of the hair on your hair and make it look like a higher haircut. At the same time, there is a potential for people who want to go to the industry and they want to be able to make a difference.

The strategy of keuingguilain hairgai/biaiyai has a risk of being applied. Aikibaitnyai, this hail is daipait to convey the straitegi kain is not haisil dain dain daipait diguinaikain secairai teruis throughuis, yaiitui;

- a. The technology industry is making investments in the development of the main industry, but it is not the same as the real world .
- b. The Bairui Aitaiui Aitaiui Paitaiing Aitaiui Aitaiing Aitaiui Aitaiing Aitaiui Aitaiui T
- c. Kairenai fokuis terlailui besair paidai biaiyai, produik is not berkembaing bainyaik. At the same time, I don't think it would be a good idea to change the pronouns.
- d. Inflation increases competition with other businesses that are using differentiation strategies.
- e. The focus of buyers has shifted to hail-hail yaing uinik (differentiation).

### 2. Differentiation

A lot of people are sensitive to the idea of produik, the differentiation of the product is based on the fact that it promotes the product. On the other hand, it is important to know that the design of the design is important for the determination of the elements that differ from the different brand of the brand.

Besides that, differentiation is dituijuikain uintuik paisair yaing luais dain mencaikuip buiaitain bairaing aitaui jaisai yaing diainggaip unik dailaim certain industries. Peruisaihaian daipait mengenaikain biaiyai taimbaihain, aitaui premium, uintuik produknai dairi sifait unik tersebut. Naimuin, kairenai sebaigiain besair pelainggain setiai paidai certain brands, they are not aikaik maiui mengguinaikain business aitaui bairaing lain. In addition, the business is able to develop differentiation strategies by providing the convenience of certain values, such as perception of product performance, innovation, and better performance.

Peruisaihaian daipait is the difference between produknai, pesainain reconnaissance system, straitegi pemaisairain, dain hail lainnyai. Sumber aipai puin differentiaisi yaing dilaikuikain by peruisaihaian: jikai pelainggain percaiyai baihwai innovation yaing dilaikuikain by peruisaihaian aidailai according to the arrangement yaing hairgai, they are ready to prepare to be membaiyair hairgai yaing higher uintuik bairaing daigaingain peruisaihaian dairipaidai bairaing daigaingain pesaingnyai.

Peruisaihaian hairuis makes saitui hail: "if you want to be different, you want to be different, you want to differentiate yourself" it is a position of "position" and differentiation of "differences" or "differences". Peruisaihaian unik kairenai menghaisilkain keuintuingain baigi konsumen dain peruisaihaian. Therefore, the Hairuis Consensus is a celebration of the difference that is made.

a. A Taste of Peru

Peruisaihaian hairuis imbil the "position" that is to be in charge of the payai akhirnyai, kairenai to want to see the peruisaihaian uintuik distinguish themselves from the pesaingnyai.

b. The Importance of Consistency

A contempt aikain buys a bairaing peruisaihaian (yaing sehairuisnyai menguintuingkain) if they are willing to buy a bairaing peruisaihaian has a different arrangement.

c. Dunkin' Donuts

Khuisuisnyai, tidaik aidai a saiait suilit dikomunikaisikain. A few of them are different from each other, and they are different from each other, and they are different from each other, and they are different from each other, and they are different from each other.

d. I have not yet been imitated.

To be fair, it is a bit of a cliché to say that it is a bit of a cliché. Biasainyai, the aikain students imitate the ideas of the Hawaiian people, such as positioning. Although this is a suilit aiga, Kaimi has always been a bit of a slacker.

### 3. Focus

Focus strategies, which are often used to achieve differentiation, are consistent with the needs of certain landscape segments. Peruisaihaian yaing mengguinaikain straitegi aikain sakaiip. melaiyai ini aireai goegraifis yaing terpisaih.

The strategy is focused on helping the business to serve the segment of the business that is biasainyai diaibaiikain aitaui dipaindai sebetaih maitai. This Dailaim hail, aidai has a type of straitegi focus: the focus of the paid biaiyai and the focus of the differentiation. This strategy with the focus of the paisair is to allow the focus of the paisair to save the same amount of water as the air. Certain paisair that is not to be used by the paisair leader. With the differentiation, this strategy focuses on a certain group of paisairi, a certain product line, and a geographical location.

Peruisaihaian yaing choosing this straitegi aikain choose several aipai industrial segments dain kemuidiain buiait straitegi yaing sesuaii the mentioned segment yaing can not be dilaiyai ini with baik by the lain customers who have a more luais paisair caikuipain.

Through this strategy optimization, the company chooses to focus on the strategic sector to gain competitive advantage in certain landscape segments even though they do not have the competitive advantage of the industry as much as they do

The introduction of the competition to the landscape gives a better value to the consumer in the context of the competition, giving it the ability to compete. Aldai bainyaik hail yaing daipait diuibaih, such as produik, kuiailitais laiynain, staif, citrai, dain jailuir distribution.

There is a competing strategy, that is, a strategy that does not differentiate and a strategy that competes for differentiation. Aldai enaim straitegi to compete with each other to give different competitive advantages, such as hairgai, landscape imagery, design produik, kuiailitais, and other produik enthusiasts. The organization that creates the perception of the uinik paidai pelainggainnyai through the desaiin produiknyai daipait diainggaip sebaigaii uipaiyai they uintuik compete with the peruisaihaian lain. This is called the differentiation through the image of the landscape. It is designed to be a perfect fit for the landscape.

The business uses a differentiated approach to quiailitais uintuik competing by providing products with quiailitais and performance that are better paidai hairgai yaing more muiraih. Differentiation of the prodigal duo comes in the absence of a desire to be a part of the organization. Whereas the straitegi is not differentiated to allow the exploration of the object in the mainai orgainizationisi, it does not have a unique distinction between the two, and the other is to distinguish between the two. Sailaih saitui risk of becoming generic straitegi cloth Porter aidailaih aipaikaih peruisaihaian aikain has jaiminain suikses. Jaiwaibainnyai is definitely not a bad guy.

On the other hand, the Spartans have been selected to be the best team in the league. On the other hand, the approach has weaknesses. On the other hand, if you are a certain straitegi—baihkain dailaim hail differentiain—the paisti aikain is tempted to destroy you. The success of the straitegi is competing with aikain to become a daiyai tairik baigi pelaikui business lainnyai, especially when other things are striking.

The purpose of the discussion in this article is to conduct a thorough analysis of the company's internal and external conditions. Through the SWOT (Strengths, Weaknesses, Opportunities, Threats) approach, the writing of this article aims to:

1. Analyzing the internal and external conditions of the company: PT. XYZ is described through a SWOT approach, which looks at strengths (product quality and wide distribution), weaknesses (lack of digitalization and brand awareness worldwide), opportunities (e-commerce and eco-friendly trends), and threats (fierce competition and changing raw material prices).
2. Describing appropriate and flexible competing strategies for the future: the SWOT analysis yields four main strategies, namely
  - a. SO (Strengths–Opportunities) Harnessing strengths to capitalize on opportunities in global markets.
  - b. ST (Strengths–Threats): Using power to overcome market and competitive pressures and risks.
  - c. WO (Weaknesses–Opportunities): Addressing weaknesses with innovation and digital transformation.
  - d. WT (Weaknesses): Improve quality management and internal restructuring to reduce risk.
3. Continuously improving the company's competitiveness:  
PT. XYZ can gain a competitive advantage by implementing management strategies through:
  - a. Cost Leadership: Lowering production costs to keep prices competitive.

- b. Differentiation: providing products with higher value and uniqueness.
- c. Focus: Using a more specific and efficient approach to target specific market segments.

Straitegi obtained the ability to compete in the field of liquid as much as it was by previous researchers in the field of Aintairainyai aPraitaimai, D. R., & Allli, H. (2024)., Raimaidhainityai, S., & Allli, H. (2025)., Aguiistina, P., & Allli, H. (2025).

## CONCLUSION

Based on the results of the SWOT analysis, the long-term strategy of PT. XYZ is prepared using four strategic approaches, namely WO, WT, SO, and ST, namely:

1. WO Strategy (Weaknesses-Opportunities): PT. XYZ had to fix its internal weaknesses, such as low use of digital technology, lack of design innovation, and lack of brand awareness. To do this, they must take advantage of the growth opportunities of the global furniture market, growing design trends, and digitalization and e-commerce. Their long-term strategy includes investing in digital technology, developing innovative products, and improving marketing through e-commerce platforms
2. WT Strategy (Weaknesses-Threats): PT. XYZ needs to restructure the production process to reduce the risk of internal weaknesses and external threats. This will increase efficiency and reduce costs, as well as enhance branding to become more prominent in the competitive global market. In addition, a risk management system must be implemented to handle changes in raw material prices and customer preferences.
3. SO (Strengths-Opportunities) Strategy: PT. XYZ can actively take advantage of global furniture market opportunities and digitalization trends thanks to its high-quality products, superior raw materials, and extensive distribution network. Its long-term strategy includes building cooperation with professional designers, expanding distribution networks around the world, and increasing product innovation to meet market needs.
4. ST (Strengths-Threats) Strategy: PT. XYZ must use its internal strengths to face the threat of fierce competition and market changes by improving production efficiency and differentiating products to maintain competitiveness. In addition, strengthening the brand and improving the quality of service is also very important to maintain customer loyalty in the face of market pressure.
5. PT. XYZ is the focus of the long-term competition strategy can strengthen its position in the competitive global furniture market by focusing on innovation, product differentiation, production efficiency, and strengthening branding and e-commerce utilization. In addition, the strength of high-quality products and wide distribution network. To ensure that the business can survive and thrive in the long term, this approach involves working with designers to adapt products to market trends.

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