

STRATEGIES FOR MAINTAINING BUSINESS COMPETITIVE OF HEAVY EQUIPMENT PRODUCT IN PT GAYA MAKMUR TRACTOR

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ABSTRAK

Permintaan alat berat semakin tinggi, terutama di sektor konstruksi dan pertambangan. Kehadiran alat berat membantu manusia bekerja dalam menjalankan tugasnya. PT Gaya Makmur Tractors adalah pemasok grosir alat berat untuk konstruksi jalan, perkebunan, kehutanan, pertambangan, dan banyak lagi. Akhirnya, merebaknya pandemi Covid-19 membuat Pembatasan Sosial Berskala Besar (PSBB) yang diberlakukan pemerintah untuk menahan penyebaran Covid-19, dan pembatasan perjalanan global berdampak pada ketersediaan tenaga kerja dan bahan baku, sehingga melambat. pertumbuhan industri konstruksi Indonesia. Penelitian ini bertujuan untuk menganalisis strategi dalam mempertahankan daya saing bisnis produk alat berat di PT Gaya Makmur Tractor. Penelitian ini menemukan tiga strategi utama bagi perusahaan berdasarkan posisinya dalam hasil penelitian yang penulis lakukan: menerapkan strategi penetrasi pasar, pengembangan pasar, dan integrasi horizontal. Hal ini akan membantu perusahaan memperluas jangkauan di pasar dan mengendalikan lebih banyak pesaingnya.

Kata kunci: Alat Berat, Covid-19, Bisnis Kompetitif, Strategi

ABSTRACT

The demand for heavy equipment is getting higher in Indonesia's development era, especially in the construction and mining sectors. PT Gaya Makmur Tractors is a wholesale supplier of heavy equipment for road construction, plantation, forestry, mining, and much more. Eventually, the outbreak of the Covid-19 pandemic made the "Large-Scale Social Restrictions" imposed by the government to contain the spread of Covid-19, and global travel restrictions impact the availability of labor and raw materials, thus slowing the growth of the Indonesian construction industry. This study aims to analyze strategies for maintaining business competitive of heavy equipment product in PT Gaya Makmur Tractor. The result has found three main strategies for the company based on their position in this research result that the writer has done: implementing the strategy of market penetration, market development, and horizontal integration. This will help the company expand its reach in the market and control more of its competitors.

Keywords: Heavy Equipment; Covid-19; Business Competitive; Strategy

INTRODUCTION

The demand for heavy equipment is getting higher, especially in Indonesia's construction and mining sectors. Heavy equipment varies according to its use in the mining industry, ranging from digging tools, transportation equipment, soil compacting, rock crusher, etc. The Indonesian construction industry registered an annual growth rate of 5.8% in real terms in 2019 (based on Construction in Indonesia - Key Trends and Opportunities to 2024 report). The construction industry is expected to continue to grow fast over the forecast period (2020-2024). Joko Widodo, as Indonesian President, is expected to continue the developments, while the country is also attracting financial support from China for major infrastructure works under the Belt and Road Initiative (BRI). BRI is a long-term policy and investment program initiated by the Republic of China. In September 2020, the Indonesian government had approved the IDR 2.8 quadrillion (USD 185.3 billion) draft budget for 2021. Of the total, it allocated IDR 413.8 trillion (USD 29 billion) towards infrastructure development, which will mainly focus on reviving the economy, providing basic services, and improving connectivity.

Eventually, the outbreak of the Covid-19 pandemic made the "Large-Scale Social Restrictions" imposed by the government to contain the spread of Covid-19, and global travel restrictions impact the availability of labor and raw materials, thus slowing the growth of the Indonesian construction industry. Due to this virus outbreak, a company should rethink or replicate its business model and strategy to stay competitive in the market. In addition, they need to have their new business competitive strategy. Based on the company's data, PT Gaya Motor Tractors has a decline in their sales, both spare parts and units. The spare part sales of 2020 have decreased by 13.24% from 2019. As well as the unit sales of 2020 have decreased by 23%. Thus, it's important to see the response from the company to overcome this situation by going through the internal and external factors that affect them.

International business consists of pre-designed deals that are carried out across national boundaries to fulfill the demands of individuals, corporations, and other businesses. International trade connects all nations, organizations, and individuals. One of the ways to enter the global market is by exporting/importing goods. To meet the company's efficiency and effectiveness by importing goods, the company must set a strategy. The import strategy developed by the company is the plan that the company will imply to increase sales and achieve maximum profit. The goal is to meet the needs that cannot or have not been produced domestically. A company should research to make its strategy works. There are some factors the company should think about, such as their internal and external factors. The company also must calculate and think about its import system and strategy. There is also a barrier that the company will face when they are in the international market. They must count the tariffs, the shipping cost, the currency, and all the factors that will affect how much money the company will spend and get in return. All this calculation and measurement are vital for the company because it is the primary key to how the company is still running and gaining profit from their sales. However, deciding by thinking about all the factors is not easy. Therefore, we need to investigate the internal and external factors that the company has. By using "Porter's Five Forces" and "Porter's Generic Value chain," then it will convert into the SWOT matrix and IFE & EFE matrix to see where the company's position in the market and evaluate the company's strategy

Porter's five forces try to find the company's threat and opportunities from the existing competitors, and it is defined as the company's external factors. To see their internal factors, such as their strengths and weaknesses, it will use Porter's generic value chain by going through its activities from the main activities to support activities. After defining the company's internal and external factors, all the factors will be put into the SWOT analysis to see the overall aspects and see which elements can be used by the company to determine their strategy. After all, the company must also see its position in the market among its rival competitor using the IE (Internal-External) matrix. This matrix consists of a number from the average score of each factor determined by a questionnaire that the company's employee has answered. After calculating all the scores, it will see its points and see its current position based on the score. The score and the company's position will show which strategy the company should implicate in the future.

By using those instruments above, it will help the author in finding the research problems. Especially on how the Covid-19 pandemic outbreak affects the company. Such as the company's sales performance, the reach to the customer, the human resource management, the management inside the company, and everything that affects the operational sector of the company. After all, Indonesia will continue its development based on the national development planning, and the requirement of heavy equipment will pretty much be needed around the growth across the country. Thus, to keep the company's business competitive and keep the customer still using their product, PT Gaya Motor Tractors must provide all the demand given to them while making a new strategy for the future due to the pandemic outbreak.

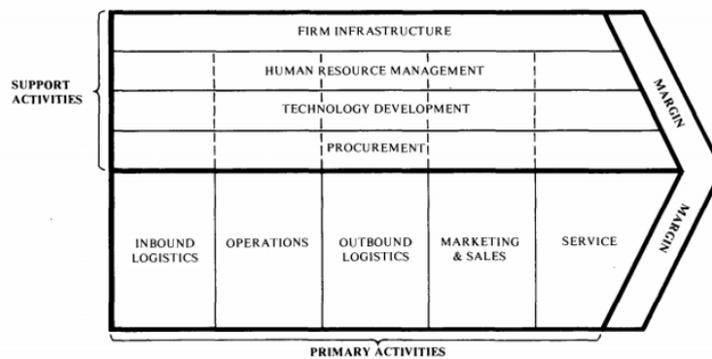
LITERATURE REVIEW

Expanding business activities, each company seeks to expand its business to foreign countries. Business that exceeds national borders is referred to as international business. International business consists of transactions that are devised and carried out across national borders to satisfy the objectives of individuals, companies, and organizations. (Czinkota, 2013), Thus, the definition of international business focuses on transactions where the transaction happens between two countries in exchanging goods or

services (Moffett et al., 2011). For maintaining a competitive business, a qualified global marketing is needed. According to Keegan & Green (2017), global marketing is a series of marketing activities carried out by companies that emphasize cost efficiency and efforts that transcend national and regional borders, the opportunity to transfer products, brands and other ideas that transcend countries, meet global customer needs and develop coordination between countries. the national marketing infrastructure has become a global marketing infrastructure. International Marketing is the process of planning and organizing transactions across national borders to create exchanges that satisfy the goals of the individuals and organizations involved (Moffett et al., 2011).

An analysis of the value chain is the appropriate way to examine competitive advantage by going through the company's internal activities. The value chain analysis explores the company's value that can increase the attractiveness of customers to use or buy their products by looking into the company's value activities and then analyzing it to decrease the cost and widen their margin. Value activities in the company can be divided into two types of activities: primary activities and support activities. The internal activities are analyzed by Porter's Value Chain (Porter, 1985):

Figure 1. Porter's Generic Value Chain



Source: (Porter, 1985)

Primary activities that included are:

1. Inbound Logistics: Activities associated with receiving, storing, and disseminating inputs to the product, such as material handling, warehousing, inventory control, vehicle scheduling, and supplier returns.
2. Operations: Activities that are associated with the process of changing inputs into a finished product, such as machining, packaging, assembly, equipment maintenance, testing, printing, and facility operations.
3. Outbound Logistics: Activities associated with collecting, storing, and physically distributing the product to buyers, such as finished goods warehousing, material handling, delivery operation, order processing, and scheduling.
4. Marketing and Sales: Activities associated with advertising, promotion, salesforce, quoting, channel selection, channel relations, and pricing.
5. Service: Activities associated with assisting to enhance the customer relations by maintaining the quality of the product, such as installation, repair, parts supply, and product adjustment.

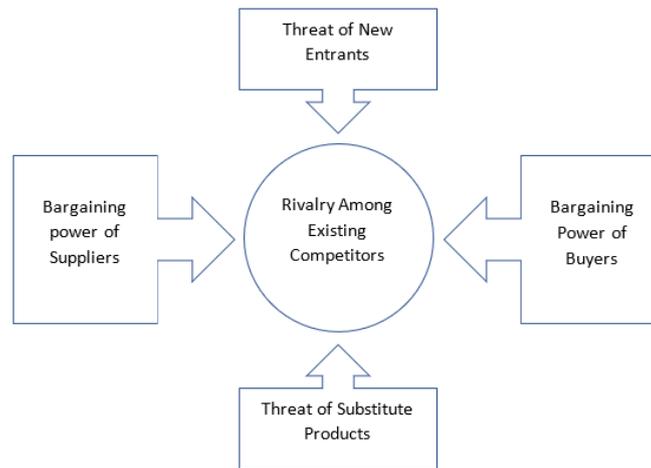
Support activities that included are:

1. Procurement: Activities that refer to the purchasing inputs that used in the company's value chain. The inputs include raw materials, supplies, machinery, and equipment to support the company's operation.
2. Technology Development: Technology development consists of an activity that can be grouped into efforts to improve the product and the process.

3. Human Resource Management: This activity consists of things that are involved in recruiting, hiring, training, development, and compensation of all types of personnel in the company's process.
4. Firm Infrastructure: Firm infrastructure consists of general management, planning, finance, accounting, legal, government affairs, and quality management

Furthermore, external activities are analyzed by Porter's Five Forces Models (Porter, 1985):

Figure 2. Porter's Five Forces



Source: (Porter, 1985)

Michael Porter's (1985) five forces is a model used to explore the environment in which a product or company operates. Five forces analysis looks at five key areas mainly the threat of entry, the power of buyers, the power of suppliers, the threat of substitutes, and competitive rivalry.

1. The Threat of New Entrants: If the entrants for a company to the market are easy, it means the level of the competition is high because many companies can be involved in the competition or the market. The less time and money it cost for a competitor to enter a company's market and be an effective competitor, the more a company's position may be significantly weakened. An industry with solid barriers to entry is an attractive feature for companies that allows them to charge higher prices and negotiate better terms.
2. Bargaining Power of Supplier: This force considers how suppliers impact the company. For example, it is affected by the number of suppliers of key inputs of a good or service, how unique these inputs are, and how much it would cost a company to switch from one supplier to another. The fewer suppliers, the more a company depends upon a supplier, and the more power a supplier holds to drive up input costs and push for an advantage in trade. On the other hand, when there are many suppliers or low switching costs between rival suppliers, a company can keep input costs lower and increasing its profits.
3. Bargaining Power of Buyers: This force deals explicitly with the customer's ability to drive the prices down. Thus, it will affect how many buyers or customers a company has, how significant each customer is, and how much it would cost a company to find new customers or markets for its output. A smaller and more powerful client base means that each customer has more power to negotiate for lower prices and better deals. A company that has many independent customers will have an easier time charging higher prices to increase profitability.
4. The Threat of Substitute Products: Companies that produce goods or services for which there are no close substitutes will have more power to increase prices and lock in favorable terms. However, when close substitutes are available, customers will have the option to forgo buying a company's product, and a company's power can be weakened.

5. Rivalry Among Existing Competitors: Rivalry among existing competitors is a competition between the companies in the same industry using tactics like price competition, advertising battles, product introductions, and increased customer service or warranties. Rivalry occurs because every company feels pressure from other companies, so they try to use the opportunity they have to improve their position.

After gathering all internal and external factors, this research will use a SWOT matrix to determine the company’s strengths, weaknesses, opportunities, and threats. Based on Hisyam (1998) according to Kearns SWOT matrix:

Figure 3. Kearns’s SWOT Matrix

	EKSTERNAL	OPPORTUNITY	TREATHS
INTERNAL			
STRENGTH		<i>Comparative Advantage</i>	<i>Mobilization</i>
WEAKNESS		<i>Divestment/Investment</i>	<i>Damage Control</i>

Source: (Hisyam, 1998)

In addition, there are four boxes as the strategic issue from the meets of each indicator: the internal indicators that are strength and weakness meet the external factors that are opportunity and threats.

1. Comparative advantage: The meeting of strength and opportunity, which gives the company chances to develop faster
2. Mobilization: The meeting of strength and opportunity, where the company could mobilize its resources to overcome the threats outside the company and could probably change it into an opportunity.
3. Divestment/Investment: The meeting of opportunities and weaknesses provides an option to release an opportunity because of its weaknesses. It drives the company to choose between release the opportunity or takes the opportunity.
4. Damage Control: The meeting of weaknesses and threats is the lowest position for the company. Where the company should control the damage from the threat and their weakness (Hisyam, 1998).

For formulating the alternative strategies for the company, it will use the IE matrix. Based on David (2011), the IE Matrix is the strategic implication in formulating alternative strategies. This matrix is consists of the IFE total weighted score and the EFE total weighted score:

Table 1. IE Matrix

IE Matrix		The IFE Total Weighted Score		
		Strong (3.0 – 4.0)	Average (2.0 – 2.99)	Weak (1.0 – 1.99)
The EFE Total Weighted Score	High (3.0 – 4.0)	I	II	III
	Medium (2.0 – 2.99)	IV	V	VI
	Low (1.0-1.99)	VII	VIII	IX

Source: (David, 2011)

An IFE total weighted score of 1.0 to 1.99 represents a weak internal position, a score of 2.0 to 2.99 is considered average, and a score of 3.0 to 4.0 is strong. Similarly, the EFE total weighted score of 1.0 to 1.99 is deemed low, a score of 2.0 to 2.99 is medium, and a score of 3.0 to 4.0 is high, but the EFE total weighted score represents the company's response to their external factors. The IE Matrix is divided into three regions that have a different alternative strategy for each area. The first region described as "Grow and Build" is cells I, II, and IV. The second region described as "Hold and Maintain" is cells III, V, and VII. The third region described as "Harvest or Divest" is cells VII, VIII, and IX. Each area will imply a different strategy. According to David (2011), there are integrative strategies (backward integration, forward integration, and horizontal integration), intensive strategy (market penetration, market development, and product development), and diversification strategy (retrenchment and divestiture).

1. Market Penetration: This strategy seeks to increase the market share of a product or service through more significant marketing efforts. This strategy can be implemented individually or in conjunction with other methods to increase advertising costs, sales promotion items, other promotional efforts, and increase salespeople.
2. Market Development: This strategy aims to introduce existing products or services to geographically new areas to expand market share. This can be done if it has excess production capacity, profit income is in line with expectations, and there is a new market or an unsaturated market.
3. Product Development: This strategy aims to increase sales by increasing or modifying existing products by improving or developing existing products.
4. Backward Integration: This strategy aims to supervise raw materials that can be further improved or even gain ownership or increase control for suppliers.
5. Forward Integration: This strategy requires that companies have a great ability to control their distributors or retailers, even up to ownership if necessary. By utilizing this strategy, the company can process distribution without using the services of a distributor.
6. Horizontal Integration: This strategy is intended to increase supervision of the company's competitors even though they have to have them. Therefore, by utilizing this strategy, the company gains ownership and improves control over its competitors.
7. Retrenchment: Retrenchment makes the company reduce its organization cost and an asset to increase its sales and profits. Retrenchment can lead to land and buildings being sold to obtain the funds needed, cut product lines, shut down marginal companies, closing outdated factories, process automation, decreasing staff numbers and setting up costs control systems
8. Divestiture: Selling a division or part of an organization is called divestiture. Divestiture often is used to raise capital for further strategic acquisitions or investments. In addition, divestiture can be part of an overall retrenchment strategy to rid an organization of unprofitable businesses that require too much capital or do not fit well with the firm's other activities (David, 2011).

RESEARCH METHOD

This research is a descriptive study using a qualitative approach. According to Eri Barlian, descriptive research conducted is to answer questions related to the status of the research object at the time the research was held, or in other words, to inform the situation as it is (Barlian, 2016). According to Strauss & Corbin, qualitative research is a type of research in which the discovery procedure is carried out, not using statistical or quantification methods. In this sense, qualitative research studies a person's life, stories, behavior, and the function of organizations, social movements, or reciprocal relationships (Salim & Sahrum, 2012).

Primary data was obtained from direct observation in the field about the object of research and interviews from 8th April 2021 – 7th May 2021. In this research, the observation technique being used is direct participant observation. The observation gives a researcher the ability to collect data about social practices in a natural context (what and how people are doing). In addition, direct participant observation can provide invaluable information on the topics that subjects are reluctant to talk about during the

interviews because they perceive them as complex, too sensitive, controversial, or perhaps considered obvious (Ciesielska & Jemielniak, 2018).

The data was collected by in-depth semi-structured interviews. Interview is about conversing with specific goals in the presence of written things. Two parties carried out the discussion: the interviewer who asked the questions and the interviewee who provided answers to these questions. The data in this research is collected from in-depth semi-structured interviews (Moleong, 2016). Semi-structured interviews are more flexible in practice than structured interviews. This interview aims to find more open problems, in which the interviewee is asked for their opinions and ideas. Researchers need to listen carefully and take notes on what the informants say. Thus, by using a semi-structured interview, the interview will be more open between the interviewer and the interviewee (Sugiyono, 2016).

RESULT AND DISCUSSION

SWOT Matrix

The result of a SWOT matrix is obtained from the internal and external factors analysis using Porter’s Generic Value Chain and Porter’s Five forces, to determine all the factors of the company.

Table 2. SWOT Matrix

<p>SWOT Matrix</p>	<p>Strengths</p> <ol style="list-style-type: none"> 1. The products that the company sells are superior in their home countries 2. Products sold target all market segments that use heavy equipment (plantation, mining, and development) 3. Uses of genuine spare parts 4. The relationship with the principal is solid 5. Consistent after-sales support to customers 6. The best quality service for customers 7. Fast company response to customer needs 8. The availability of spare parts that are 80% always ready stock 9. Upart system that connects all divisions and branches 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Lack of company reach to Eastern Indonesia 2. Spare part prices are high because of genuine products 3. Lack of human resources in company operations 4. Lack of supporting facilities to improve the workforce expertise 5. Lack of reports provided by salesmen regarding customer conditions
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Infrastructure development plans from the government 2. Increasing the number of units and the need for heavy equipment units 3. A clear unit population makes it easy to part sales 	<p>S-O</p> <ol style="list-style-type: none"> 1. Increasing the sales of both heavy equipment units and spare parts 2. Optimizing the after-sales support to the customer 3. Optimizing the relationship between the company and the 	<p>W-O</p> <ol style="list-style-type: none"> 1. Opening more branch in the place where the government has it infrastructure development plans 2. Adding more human resources to expand the company's reach regarding the expansion of the market

department to find customers 4. Customer needs for maintenance units will increase	customer, especially with the government	3. Providing better practical training facilities to optimize the quality of the workforce
Threats 1. Some dealers sell the same brand 2. Increase in importers of heavy equipment, both units, and spare parts 3. High government standards for heavy equipment units 4. Competition from Ex-employees of the company engaged in or set up a business in the same field (service services, spare part sales, and unit sales) 5. The brand image of Chinese products is not good in the eyes of customers 6. Leasing companies are increasingly selective in choosing current customers	S-T 1. Maintaining the quality of the service to enhance the customer's loyalty to the company 2. Choosing high-quality Chinese heavy equipment products to fulfill the government standards 3. Reaching the competitor for collaboration will reduce the downfall from the competition	W-T 1. Being more selective in choosing a customer to pay with an installment 2. Negotiating better deals for the customer which benefits both sides 3. Improving the workforce, especially in handling Chinese products.

IFE Matrix

The following table shows the weight, rating, and score for the IFE Matrix to evaluate the company's internal factors.

Table 3. IFE Matrix

No	Internal Factors			
	STRENGTHS	Weight	Rating (1-4)	Score (W X R)
1	The products that the company sells are superior in the country of origin	0,12	3,4	0,41
2	Products sold target all market segments that use heavy equipment (plantation, mining, and development)	0,07	3,4	0,24
3	Use of genuine spare parts	0,04	3,6	0,13
4	The relationship with the principal is very strong	0,07	3,7	0,26
5	Consistent after sales support to customers	0,11	3,9	0,43
6	The best quality service for customers	0,10	3,9	0,40

7	Fast company response to customer needs	0,10	3,9	0,40
8	The availability of spare parts that are 80% always ready stock	0,08	3,4	0,29
9	Upart system that is connected to all divisions and branches	0,05	3,9	0,20
No	WEAKNESSES			
1	Lack of company reach to Eastern Indonesia	0,05	1,9	0,10
2	Spare part prices are expensive because of genuine products	0,07	1,7	0,11
3	Lack of human resources in company operations	0,05	1,7	0,09
4	Lack of supporting facilities to improve manpower expertise	0,04	1,7	0,07
5	Lack of reports provided by salesmen regarding customer conditions	0,04	1,9	0,07
	TOTAL	1,00		3,20

The score obtained from the questionnaire as an average is 3,20. This score is categorized as "High" with a scale from 3,0 to 4.0. It shows that the company has a competitive and strong internal position.

EFE Matrix

The following table shows the weight, rating, and score for the EFE Matrix to evaluate the company's external factors.

Table 4. EFE Matrix

No	External Factors	Weight	Rating	Score
	OPPORTUNITIES		(1-4)	(W X R)
1	Infrastructure development plans from the government	0,12	3,71	0,43
2	Increasing the number of units and the need for heavy equipment units	0,07	3,57	0,26
3	A clear unit population makes it easy to part sales department to find customers	0,09	3,43	0,30
4	Customer needs for maintenance units will increase	0,05	2,57	0,12
	THREATS			
1	There are dealers who sell the same brand	0,18	3,43	0,63
2	Increase in importers of heavy equipment, both units and spare parts	0,12	3,14	0,39
3	High government standards for heavy equipment units	0,07	2,57	0,19
4	Ex-employees engaged in or set up a business in the same field (heavy equipment services, dealer, and spare parts)	0,08	2,57	0,21
5	Poor brand image of Chinese products from the customers	0,09	2,71	0,25

6	Leasing companies are increasingly selective in choosing current customers	0,12	3,14	0,38
	TOTAL	1,00		2,79

The score obtained from the questionnaire as an average is 2,79. This score is categorized as "Average" with a scale from 2,0 to 2,99. Thus, it shows that the company's response to external factors, which are the opportunities and the threats, is average.

IE Matrix Score

The score for the Internal Factors Evaluation is 3,20 and for the External Factor Evaluation is 2,79.

Table 5. IE Matrix Score

IE Matrix		The IFE Total Weighted Score		
		Strong (3.0 - 4.0)	Average (2.0 - 2.99)	Weak (1.0 - 1.99)
The EFE Total Weighted Score	High (3.0 - 4.0)	I	II	III
	Medium (2.0 - 2.99)	IV	V	VI
	Low (1.0-1.99)	VII	VIII	IX

The result of the IFE total weighted score is 3,20 and its EFE total weighted score is 2,79. This score indicates that PT. Gaya Motor Tractors have a solid and competitive internal position, but its response to the external factors is average. From the IE matrix, it shows that PT. Gaya Motor Tractors is in the 2nd Quadrant. Which the company is described as "grow and build." The company has an option to make an intensive or integrative strategy. The intensive strategy is about market penetration, market development, and product development. The integrative strategy is about backward integration, forward integration, and horizontal integration.

CONCLUSION

After all the interviews and the company's observation, the company's best strategy is market penetration, market development, and horizontal integration strategy. The reason to choose these strategies is that the company could use them as their plan for the future. It will hard for the company to execute all of the strategies at once, thus it'll be better for the company to make their plan ahead out of it. Several ways can be suggested so these strategies can be achieved.

1. Market penetration strategy: PT. Gaya Motor Tractors have to penetrate more to the market using the sources they have. According to David (2011), This strategy seeks to increase the sales of a product or service through more significant marketing efforts by increasing advertising costs, sales promotion items, other promotional efforts, and increase the number of salespeople. The company can achieve this by adopting a combination of competitive pricing strategies, advertising, and sales promotion. An aggressive promotional campaign supported by a pricing strategy can make the market unattractive for smaller competitors. Besides that, the most important factor is the loyalty of the customer to the company. The

company has to increase their touch with the customer so the relationship between it can be maintained, which will also increase customer loyalty.

2. Market Development Strategy: PT. Gaya Motor Tractors should look more into the area in which the government will have its development, especially into a new geographical area. To achieve this strategy, the company needs to have a new distribution channel and a new way to marketing the product in this new market depends on the local culture.
3. Horizontal Integration: To overcome the competitor, the best strategy to execute is horizontal integration. Increasing the competitor's control will help the company decrease the competition towards the company and increase the company sources by utilizing the competitor sources. There are several ways to achieve this strategy by merging or collaborating with other existing company, to move forward together. For example, PT Gaya Motor Tractors will be the supplier for the heavy equipment unit and the other company will be the supplier for the spare parts.

Furthermore, if the company wants to enter a new market they can use the horizontal strategy as their way of entering the new market. Thus, they can merge or cooperate with the local existing company, in which they know more about the market there and it will help PT. Gaya Motor Tractors in the new environment of the market.

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