

**ANALYSIS OF THE BUSINESS STRATEGY OF THE PT  
GRIYACOM IN INCREASING COMPETITIVENESS**

**Undergraduate Thesis**

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**MAJOR OF MANAGEMENT FACULTY  
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UNIVERSITY OF LAMPUNG**

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## **ABSTRAK**

# **ANALYSIS OF THE BUSINESS STRATEGY OF THE PT GRIYACOM IN INCREASING COMPETITIVENESS**

**Oleh**

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Industri ritel komputer di Indonesia mengalami persaingan yang semakin ketat seiring dengan perkembangan teknologi dan perubahan preferensi konsumen. PT Griyacom, sebagai salah satu perusahaan ritel komputer di Bandar Lampung, menghadapi tantangan dalam mempertahankan daya saingnya di tengah perubahan pasar yang dinamis. Oleh karena itu, penelitian ini bertujuan untuk menganalisis strategi bisnis yang diterapkan PT Griyacom guna meningkatkan daya saingnya. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi kasus. Data dikumpulkan melalui wawancara mendalam dengan manajemen perusahaan, observasi langsung, serta analisis dokumen perusahaan. Teknik analisis yang digunakan adalah model Miles dan Huberman, yang meliputi reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa PT Griyacom telah mengimplementasikan beberapa strategi bisnis, seperti peningkatan layanan pelanggan, diversifikasi produk, serta pemanfaatan digital marketing. Namun, masih terdapat beberapa tantangan yang perlu diatasi, seperti persaingan harga yang ketat dan adopsi teknologi yang lebih inovatif. Berdasarkan temuan ini, penelitian memberikan rekomendasi strategis bagi PT Griyacom untuk meningkatkan daya saingnya, seperti optimalisasi strategi pemasaran digital, peningkatan efisiensi operasional, serta penguatan diferensiasi produk.

**Kata kunci: Strategi Bisnis, Daya Saing, Industri Ritel Komputer, PT Griyacom, Analisis Strategi**

## **ABSTRACT**

# **ANALYSIS OF THE BUSINESS STRATEGY OF THE PT GRIYACOM IN INCREASING COMPETITIVENESS**

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The computer retail industry in Indonesia is experiencing increasingly fierce competition due to technological advancements and changing consumer preferences. PT Griyacom, as one of the computer retail companies in Bandar Lampung, faces challenges in maintaining its competitiveness amidst dynamic market changes. Therefore, this study aims to analyze the business strategies implemented by PT Griyacom to enhance its competitiveness. This research employs a qualitative approach with a case study method. Data was collected through in-depth interviews with company management, direct observations, and document analysis. The analysis technique used is the Miles and Huberman model, which includes data reduction, data presentation, and conclusion drawing. The results show that PT Griyacom has implemented several business strategies, such as improving customer service, product diversification, and utilizing digital marketing. However, there are still challenges that need to be addressed, such as intense price competition and the adoption of more innovative technologies. Based on these findings, this study provides strategic recommendations for PT Griyacom to enhance its competitiveness, including optimizing digital marketing strategies, improving operational efficiency, and strengthening product differentiation.

***Keywords:* Business Strategy, Competitiveness, Computer Retail Industry, PT Griyacom, Strategy Analysis**

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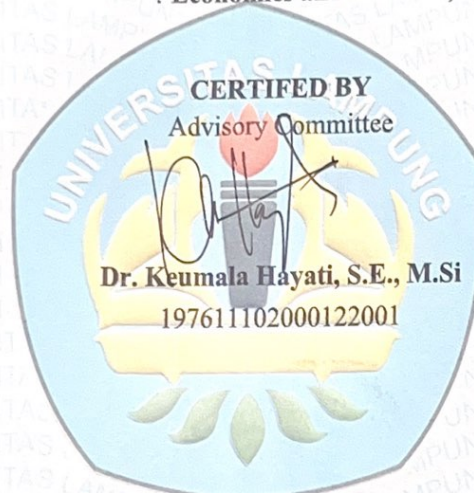


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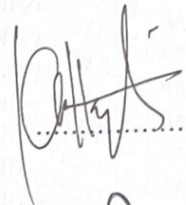
  
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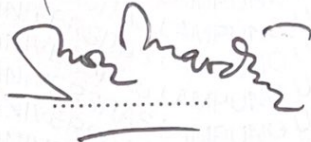
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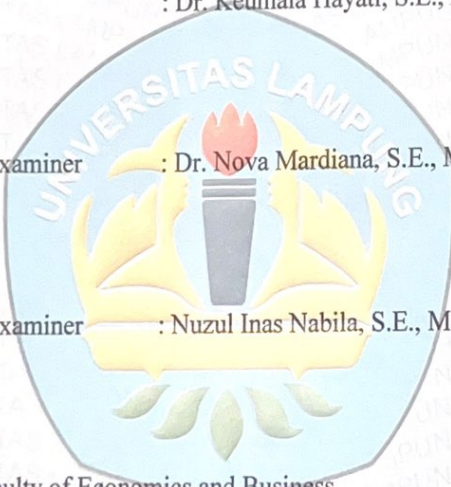
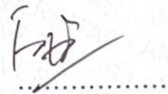
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Hereby declare that this research is the own work of the author, not a duplication or work of others except in parts that have been referred to and mentioned in the bibliography. If in the future it is proven that there are deviations in this work, the full responsibility lies with the researcher.

Thus I make this statement so that it can be understood

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## **BIOGRAPHY**

The researcher's full name is Raden Ayu Nabila Rafa Arfiansyah. The researcher was born on June 6<sup>th</sup> 2002 in Bandar Lampung. The researcher is the first child of three children, from Rico Dezi Arfiansyah and Jessie Sésiliani. The researcher started the education at TK Bandar Lampung, then continued the study at SDIT Permata Bunda Bandar Lampung finished in 2014, Ar-Raihan Islamic School Lampung finished in 2017, and Insan Cendekia Madani High School Tangerang City, finished in 2020.

In 2020, the researcher was accepted to enter the Faculty of Economics and Business, University of Lampung. The researcher was majoring Management and concentrating on Business management and was a member of the International Class.



## **MOTTO**

**“And you will remember what I [now] say to you, and I entrust my affair to Allah. Indeed, Allah is Seeing of [His] servants.”  
(Quran 40:44)**

**“The future belongs to those who believe in the beauty of  
their dreams.”  
(Eleanor Roosevelt)**

**“Our life experiences shape who we are and how we think. Our life’s choices  
can create new experiences, further shaping us.”  
(Tom Golway)**

## **DEDICATION**

Praise be to the presence of Allah SWT for His grace and guidance, the author was able to finish this thesis well. Shalawat and greetings are always poured out to the Great Prophet Muhammad SAW.

I dedicate this thesis to:

**To my parents, Mrs. Jessie Sesiliani and Mr. Rico Dezi A.**

To my parents. The best gift from God, Mama and Papa who I love very much. Thank you for the supports, never-ending prayers, motivation, love, and endless struggles and sacrifices for me until today. The wish is that this can make Mama and Papa proud of me and be a good first step for the future.

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In writing this undergraduate thesis, the researcher noticed that this achievement was not done alone and supported by many different people who were willing to offer the researcher with some guidance, help, and motivation. Thus, the researcher would like to express her gratitude to:

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Finally, the author realizes that this thesis is still far from perfection, but the author hopes that this thesis can be useful and useful for all of us. Hopefully all the help, support, guidance and prayers given to the author will be answered by Allah SWT. Aamiin.

Bandar Lampung, February 13<sup>th</sup> 2025

R.A. Nabila Rafa Arfiansya

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Background**

In the dynamic landscape of consumer electronics, the computer retail industry plays an important role as the backbone of personal and professional computing. A retail company in this context refers to a business involved in selling products directly to consumers for personal or household use. The industry covers a wide spectrum of devices, ranging from traditional desktops, sleek laptops, to versatile 2-in-1 devices and compact tablets. These devices serve as the primary interface that allows individuals to access information, work, entertain themselves, and connect with the global digital community. PT Griyacom, as one of the significant players in the computer retail sector in Indonesia, exemplifies the essential retail enterprise. PT Griyacom is involved in selling a range of computer products and related accessories directly to consumers, fulfilling a crucial market need. The company's role in the retail landscape is emphasized by its diverse product offering and commitment to innovation and customer satisfaction. This positions PT Griyacom as a key contributor in the broader computer retail industry, where intense competition and technological advancements drive the need for continuous strategic innovation and adaptation. However, PT Griyacom faces significant challenges in maintaining its competitiveness amidst the dynamic changes of the computer retail industry, intense competition, and technology adoption challenges in Indonesia.

According to Rattertinggi (2024), Griyacom ranks 1st as one of the leading computer retail stores in Bandar Lampung. This ranking reflects its competitive position among various other computer retail companies in the region, including

Bestnet Computer, Alam Prima Komputer, and Global Computer, which occupy the top spots. Nevertheless, Griyacom remains a key player in Bandar Lampung's computer retail market, competing with other prominent names such as Raja Komputer and Sentra Computer.

**Table 1. 1 Ranking of Computer Retail Companies in  
Bandar Lampung (2024)**

<b>Position</b>	<b>Retail Company</b>
1	Griya Com
2	Sentra Komputer
3	BestNet Computer
4	Lightspeed Computer
5	Jeqa Komputer (JK)
6	Raja Komputer
7	Arthabella Computer
8	Bagor Com
9	Alam Prima Komputer
10	Basic Computer

*Source : rattertinggi.com, 2024*

An in-depth analysis of PT Griyacom's business strategy can provide valuable insights on how to improve their competitiveness in this ever-changing market. Faced with the ever-changing dynamics of the computer retail industry, an in-depth analysis and update of business strategy is crucial for PT Griyacom. Intense competition and changing consumer preferences require companies to continuously evaluate and adapt their business strategies. According to a study in the journal "Strategic Management Review", rapid and effective adaptation of business strategies is essential for companies in rapidly changing markets (Smith, 2021). Companies that can quickly identify market trends and respond to them with appropriate strategies have a greater chance of staying relevant and growing.

A business strategy is a long-term plan designed to achieve certain goals that are relevant to the company's vision and mission. According to Porter (1980), business strategy includes the company's competitive position, the choice of



markets served, and the way the company generates value for customers. Other literature emphasizes the importance of flexibility and adaptability in business strategy to deal with dynamic environments (Johnson et al., 2020). Recent research shows that companies that effectively manage their business strategy tend to be more successful in the long run (Barney & Hesterly, 2021).

In the context of Indonesia's digital economy, PT Griyacom plays an important role. As one of the major players in the computer retail industry in Indonesia, PT Griyacom's business strategy not only affects the company's performance but also impacts overall economic growth. Recent reports show that the computer retail sector contributes significantly to Indonesia's digital GDP, with PT Griyacom as one of the key drivers of this growth (Indonesian Creative Economy Agency, 2023). Therefore, understanding the importance of analyzing and updating business strategies and recognizing PT Griyacom's strategic role in Indonesia's digital economy provides a solid foundation for the company to remain competitive and adaptive in an ever-changing business environment. By continuously monitoring market trends, evaluating strategies, and committing to innovation, PT Griyacom can strengthen its position as a leader in the computer retail industry in Indonesia.

In addition to being one of the major players in the computer retail industry in Indonesia, PT Griyacom plays an important role in driving the growth of the digital economy in the country. The business strategy adopted by PT Griyacom not only impacts the company's performance but also has far-reaching effects on overall economic growth. According to the latest "Digital Economy Trends 2023" report, the computer retail sector's contribution to Indonesia's digital GDP continues to experience significant growth (Indonesian Creative Economy Agency, 2023). The important role of the computer retail sector, including the contribution of PT Griyacom, to Indonesia's digital economy cannot be ignored. As one of the key players in the industry, PT Griyacom not only creates jobs and generates revenue for the company but also provides a significant boost to the growth of the digital sector as a whole. Research notes that the growth of the computer retail sector is directly related to the adoption of technology in various

sectors of the economy, creating a dynamic and sustainable ecosystem (Smith, 2020). Therefore, the growing contribution of the computer retail sector, led by companies like PT Griyacom, is a vital indicator of the health and growth of Indonesia's digital economy.

This research is an important step in comprehensively understanding the dynamics of the computer retail industry in Indonesia. The main focus was to conduct an in-depth analysis of market trends and identify key factors that influence consumer demand and preferences. As postulated in one study, an in-depth understanding of market trends and consumer preferences is an important basis for companies to develop appropriate strategies in the face of intensifying competition in the computer retail market (Lee, 2020). In this context, a comprehensive analysis of market trends can provide valuable insights into the changing direction of consumer behavior, product development, and brand competition dynamics. This is reinforced by recent research that emphasizes the importance of in-depth market analysis in formulating effective marketing strategies and brand differentiation in a competitive market (Chang, 2021). By deepening the understanding of the factors that affect consumer demand and preferences, companies can identify new market opportunities, anticipate changing trends, and respond with timely strategies. Therefore, this research not only provides a better understanding of the computer retail market in Indonesia but also lays a solid foundation for the development of sustainable and successful business strategies in the future.

In addition, this research also aims to evaluate the business strategy currently implemented by PT Griyacom. Given market dynamics and changing consumer needs, business strategy evaluation is crucial to identify strengths and weaknesses in company operations. Business strategy evaluation is a critical step to ensure that companies can optimize resources and achieve their business goals efficiently (Jones, 2019).

Previous research has extensively examined business strategy in the computer retail industry, especially in the context of companies operating in dynamic and competitive markets. Research by Smith (2021) in “Strategic Management Review” shows that rapid and effective adaptation of business strategies is essential for companies in rapidly changing markets. In addition, Johnson et al. (2020) emphasized the importance of flexibility and adaptability in business strategy to deal with a dynamic environment. Barney & Hesterly (2021) also state that companies that are able to manage their business strategies well tend to be more successful in the long run. In the Indonesian context, previous research has also highlighted the important role of the computer retail sector in the country's digital economy, with significant contributions to Indonesia's digital GDP (Indonesian Creative Economy Agency, 2023). However, PT Griyacom, as one of the major players in the industry, faces challenges in maintaining its competitiveness amidst the rapidly changing computer retail industry, intense competition, and technology adoption challenges in Indonesia.

PT Griyacom faces significant challenges in maintaining its competitiveness in the Indonesian computer retail market. Key issues include intense competition from rivals such as Bestnet Computer and Alam Prima Komputer, which pressure market share and pricing strategies. Additionally, Griyacom struggles with operational inefficiencies that hinder its ability to respond swiftly to changing consumer preferences. The rapid pace of technological advancement further complicates matters, as the company must invest in new technologies to meet customer expectations and improve service delivery. These factors, combined with fluctuating economic conditions, necessitate a thorough evaluation of Griyacom's business strategy to ensure long-term sustainability and growth.

Based on previous research, the main research question arises: How can PT Griyacom's business strategy be adapted and improved to increase its competitiveness in the increasingly competitive Indonesian computer retail market? This question is the main focus of this research, with the aim of analyzing PT Griyacom's business strategy in depth and providing concrete and measurable strategic recommendations to improve the company's competitiveness.

In the next phase after an in-depth analysis of the computer retail market in Indonesia, this research aims to formulate concrete and measurable strategic recommendations for PT Griyacom. Strategic recommendations designed based on an in-depth understanding of market dynamics and a thorough evaluation of existing business strategies can be key for PT Griyacom to increase its competitiveness in an increasingly competitive market (Smith, 2021). In addition, appropriate strategic recommendations can also help PT Griyacom optimize resource utilization, improve operational efficiency, and identify promising market segments for new product or service development. In this context, research emphasizes the importance of measurable and focused strategic recommendations to help companies achieve their long-term goals more effectively (Kim, 2020). Therefore, this research is expected to make a significant contribution in understanding the dynamics of the computer retail market in Indonesia and assist PT Griyacom in optimizing their business strategy for long-term success.

## **1.2 Problem Formulation**

1. How can PT Griyacom adapt its business strategy to cope with the rapid market dynamics and changing consumer preferences in the Indonesian retail computer industry?
2. What are the strengths and weaknesses of the business strategy currently implemented by PT Griyacom, and how can this evaluation assist the company in enhancing its competitiveness in the increasingly competitive retail computer market?
3. How can the implementation of these recommendations assist the PT. Griyacom in achieving long-term success in the Indonesian retail computer industry?

## **1.3 Objectives**

1. Analyzing market dynamics and factors influencing demand and consumer preferences in the retail computer industry in Indonesia.
2. Evaluating the strengths and weaknesses of PT Griyacom's current business strategy and assessing how this evaluation can help the company refine its approach to enhance competitiveness in the increasingly competitive retail computer market.

3. Formulating concrete and measurable strategic recommendations for PT Griyacom based on market trend analysis and business strategy evaluation, aimed at enhancing the company's competitiveness in the Indonesian retail computer market.

## **1.4 Research Use**

### **1.4.1 Theoretical Use**

This research will provide a deeper understanding of market dynamics in the retail computer industry, offering a solid theoretical foundation for further research in the field of business strategy.

### **1.4.2 Practical Use**

1. **For the Company (PT Griyacom):** This research will provide valuable insights into how to adapt their business strategies to remain relevant and competitive in the ever-changing market. It will also help the company identify the strengths and weaknesses of the current business strategies being implemented, as well as formulate strategic recommendations to enhance company performance.
2. **For Researchers (External Parties):** The findings of this research can offer valuable insights to other researchers interested in the fields of business strategy, marketing, and product innovation in the retail computer industry. It can serve as a source of inspiration for further research or comparative studies in related sectors.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.1 Theoretical Basis**

##### **2.1.1 Grand Theory of Strategy**

Strategy is a general plan that includes the selection of goals, policies, and actions to achieve these goals (Udin, 2019). Furthermore, according to Udin (2019), strategy includes resource allocation and sustainable decision making in the face of complex and dynamic environmental changes. The resources in question can be human, financial, technological, or other resources. David emphasizes that strategies must always be adapted to a changing environment to remain relevant and effective (David, 2018). The concept of strategy is also explained according to Stiner et al in Tania (2018: 8), who define strategy in 2 concepts, namely: (1) the concept of what an organization wants to do. This concept determines at the beginning of strategy design. (2) the concept of what the organization finally does. This concept explains the strategic implementation steps taken by the organization as a form of response in carrying out the formulated mission.

##### **2.1.2 Definition of Strategy**

According to Hitt et al (2016) in Strategic Management, strategy is an integrated and coordinated plan designed to achieve an organization's long-term goals. Strategy includes resource allocation, decision-making, and implementation of actions that enable the organization to achieve its goals amidst intense competition and rapid environmental change. In this sense, strategy is considered a process that involves the selection of long-term goals and objectives, analysis of the internal and external environment, identification of the organization's strengths



and weaknesses, and development of a plan of action to achieve these goals. Strategy also involves risk management, data-driven decision-making, and continuous evaluation of results.

According to Johnson et al. (2018), a strategy is a plan that directs the allocation of organizational resources to achieve long-term goals. The strategy must consider internal and external factors that affect the organization, including strengths, weaknesses, opportunities, and threats. Johnson et al. said that an effective strategy must be able to anticipate environmental changes and improve organizational performance (Johnson et al, 2018). According to Grant (2018), strategy is a pattern of action designed to achieve long-term goals in a dynamic environment. This pattern of action may include product differentiation, focus on a particular market segment, or cost advantage. Grant emphasizes that strategy should always be updated to address environmental changes and drive business growth.

According to Chandler in Laoli (2022), strategy is a tool used to achieve the long-term goals of an organization to which the required resource allocation applies. According to Hamel and Pharalad (2018), Strategy is a series of actions that are continuously improved in stages, with the aim of meeting future customer expectations. This shows that strategy is not static, but must constantly adapt to changes in the environment and customer needs. In Rangkuti (2013), Strategy refers to a master plan that covers all aspects of the organization and explains how the company will achieve all its goals based on the mission that has been previously set. In the plan, there are various strategic steps that must be taken to ensure that the organization can achieve the goals set. This shows that strategy is a comprehensive and holistic framework for achieving business goals. In an effective strategy, all elements of the organization must be interrelated and integrated to achieve long-term success.

Based on the explanation of the theory above, it can be concluded that strategy is a tool used to achieve organizational goals with an adequate resource allocation system.

### 2.1.3 Benefits of Strategy

According to Hitt et al (2016), strategy has several benefits for the industry, including:

1. Improve industry competitiveness: Strategy helps companies in the industry to create a competitive advantage and improve their efficiency and effectiveness. This will help the industry become more competitive and survive amidst intense competition.
2. Enhance cooperation and collaboration among firms and industries: Strategy can help firms in the industry to understand their common interests and create mutually beneficial partnerships. This can increase collaboration between firms in the industry and help them face challenges together.
3. Enhance innovation and industry development: Strategy helps firms in the industry to understand trends and changes in the business environment and drive innovation in products and business processes. This can help improve the overall development of the industry.
4. Increase industry investment and growth: Strategy helps companies in the industry to identify promising investment opportunities and boost industry growth. This will help increase revenue and reduce the unemployment rate in the industry.
5. Improving the quality of life of the community: A developed and thriving industry can help improve the quality of life of the community through job creation, infrastructure development and contribution to the national economy.

The strategy implemented by an organization certainly has good benefits for the organization to support the running of an organization's program. according to Dirgantoro (2018: 7), the benefits of strategy are as follows:

1. As a means of communication in an organization
2. Identify, prioritize, and take advantage of existing opportunities
3. Prepare a view of the management of problems that may arise
4. Provide a framework for improving coordination and control of organizational activities

5. Minimize unwanted influences and changes
6. Enable decision-making that supports established goals
7. Enables effective allocation of time and resources
8. Assist in better integrating organizational behavior and activities

#### **2.1.4 Competitiveness**

According to Anggraeni (2017) that competitiveness is defined as the company's ability to maintain market share. With other words, competitiveness is an important condition in developing and maintaining market share in a business develop and maintain market share in a business. The ability to develop and maintain the market is determined by flexibility (the ability to understand the desires of consumers) and product differentiation management (the company's ability to survive against similar products in defending against similar products). The competitiveness of the company is reflected in products produced where products that have competitiveness are certainly products that are more in demand by consumers. Products are certainly products that are more in demand by consumers (Wardani, 2018). Basically, product competitiveness is divided into 3 levels, namely micro, meso, and macro competitiveness. Micro competitiveness can be mentioned as competitiveness at the company level, meso competitiveness is at the industry level and macro competitiveness is for the general economic level. Competitiveness Micro or company-level competitiveness currently plays a very important role, because if the competitiveness of the company is strong, the competitiveness of the industry and the competitiveness of the economy in general will also increase. To improve the competitiveness of the company, the company needs to identify competitors, where this is an important first step in formulating the company's strategy. This is an important first step in formulating a marketing strategy to compete and survive in the market in order to compete and survive in market share (Megayanti, 2020).

#### **Identification of Competitors**

In every business, competitors are found as a threat to the company. Competitors will influence the market of the products being marketed, so the company needs to improve its performance to win the competition. Business

competition will become increasingly fierce if there are more competitors selling similar products with the same goals and target markets. Thus, competition is the core of a company's success or failure (Wibowo, 2015). Wirasati (2005) stated that competitor identification is a process of consideration undertaken by the company, where company leaders and managers determine potential competitors that could threaten the company. Identifying competitors becomes one form of company attention so that they can review what things become opportunities or threats. Therefore, competitor identification is an essential step for companies to assess, formulate strategies, and evaluate performance (Megayanti et al., 2020).

### **Product Quality**

Products hold significant value in a business, as without products, a company cannot operate. On the other hand, buyers have desires or expectations when purchasing a product that matches their wants and needs. Therefore, products must be aligned with the consumers' desires and needs to ensure successful marketing. Furthermore, consumers will also choose products with superior quality in the market (Pati, 2016). It is undeniable that quality will greatly determine the success of product marketing in winning the competition (Wijoyo et al., 2021).

Consumers' willingness to pay is determined by various attributes. Consumers determine product quality attributes by considering the dimensions contained in the product. The dimensions used as benchmarks include performance, durability, conformity to specifications, features, reliability, aesthetics, and the perception of quality (Sinaga et al, 2017) and (Pati, 2016). A product with good quality is one that possesses good attributes, where this perception shapes consumer preferences and attitudes in purchasing a product.

### **Price**

Price is generally associated with the exchange process for a good or service. Price is explained by Pati (2016) as the amount of money that must be paid by consumers to obtain the product offered by the seller. Furthermore, Saladin (2003) in Tawas (2013) states that price is the amount of money that

serves as an exchange value to acquire goods and services. The price offered by the company must be in accordance with the consumers' ability. If the price offered is too high, consumers will switch to other products, and conversely, if the price offered is too low, consumers will perceive that the product has poor quality, leading them to cancel or delay the purchase of the product (Ansari, 2015).

From the explanation above, it can be said that companies must determine the right price for a product to be sold to consumers with various considerations. The main factor for companies in determining a price is by calculating the production cost of the product to determine the price per unit of the product. In addition, company management must be able to determine marketing strategies by considering discounts, shipping costs, and various other variables related to price (Nasir, 2013).

### **Place**

Location is an important part of promoting and selling products that will be introduced to consumers. In addition, location also facilitates consumers in finding the product. Usually, choosing the right location is often a determinant of the sales level of a business because location supports the success program of a business. A location close to the target market becomes an opportunity and also makes it easier for consumers to purchase products. It can be said that location has a very significant influence on sales (Hidayat and Zuliarni, 2014).

### **Promotion**

Promotion is an activity carried out by the company to find consumers, not only as one-time consumers but as consumers who are willing to make repeat purchases (Rachmawati, 2011). According to Sembiring (2021), promotion is a series of activities to introduce products to the wider community. From the above statement, it can be said that promotion is an activity carried out by the company to introduce products to consumers so that consumers are willing to buy and become regular customers.

There are many ways to promote a product, including word-of-mouth promotion, offering discounts, participating in events, advertising, inserts in mass media, or using banners. Thus, it is clear that the purpose of promotion is to increase brand awareness, attract buyers, create regular customers, build their loyalty, and increase the sales of promoted products (Rachmawati, 2011). Every company must be able to expand the dissemination of information about their products to attract consumers to the products offered. Promotion strategies can also become a company's advantage in increasing market place and competition.

Brand awareness becomes one of the factors influencing consumer behavior in remembering a brand, thus becoming a benchmark for consumers in choosing the products they will buy. If a product brand is not well-known and traded in the market, it will affect consumer purchase interest. This is based on the fact that brand awareness has a significant influence on consumer purchase interest in products (Pradana and Yuliana, 2015). In other words, a brand with high brand awareness will have high purchase interest as well.

### 2.1.5 Strategy Analysis Framework

Effective business strategy requires a systematic approach to analyzing the internal and external factors that influence the success of the company. One framework that can be used is the strategy analysis framework which includes three main stages: Input Stage, Matching Stage, and Evaluation Stage. Each of these stages uses specific analytical tools to provide a comprehensive understanding of the condition of the company and its surrounding environment.

<b>Strategy Analysis Framework</b>		
External Factor Evaluation Matrix	<b>Input Stage</b> Internal Factor Evaluation Matrix	Competitive Profile Matrix
	<b>Matching Stage</b> Strengths, Weaknesses, Opportunities, and Threats Matrix	
	<b>Evaluation Stage</b> Quantitative Strategic Planning Matrix	

**Table 2. 1 Strategy Analysis Framework**



## 1. EFE Matrix (External Factor Evaluation)

According to Santoso (2013), the EFE (External Factor Evaluation) matrix allows strategists to summarize and evaluate various information covering economic, social, cultural, demographic, environmental, political, government, legal, technological, and competitive aspects. The matrix is developed through five main steps:

- a) Compile a list of key external factors that have been identified through the external audit process. This list should include a number of factors consisting of opportunities and threats that affect the company and its industry. Organize the list by placing opportunities first, followed by threats. It is best to use specific data such as percentages, ratios, or comparative values where possible.
- b) Give each factor a weight that ranges from 0.0 (not important) to 1.0 (very important). These weights indicate the relative significance of a factor to the success of the company. Generally, opportunities are given a higher weight than threats, unless the threat is very serious or threatens the survival of the company. Determining the appropriate weight can be done by comparing the success or failure of competitors, or through discussion to reach group agreement. The overall total weight of all factors should add up to 1.0.
- c) Give each key external factor a rating of 1 to 4 to indicate how effective the company's strategy is in responding to that factor, on a scale of 4 = highly effective, 3 = above average, 2 = average, and 1 = below average. These ratings are based on the effectiveness of the company's strategy, which varies between companies, while the weights in step 2 are based on the industry in general. It is important to note that both opportunities and threats can receive a rating of 1, 2, 3, or 4.
- d) Multiply the weight of each factor by its assigned rank to determine the weight score.
- e) Sum the weight scores for each variable to obtain the total organization weight score. The way to calculate the weights is to take the average of the scores of the three testers on each factor, then add up the total average. The

average of each factor is divided by the total average of all factors. Meanwhile, the way to calculate the ranking is by summing the scores of the three examiners, then calculating the average.

## 2. IFE Matrix (Internal Factor Evaluation)

According to Santoso (2013), the IFE (Internal Factor Evaluation) matrix is a tool used in strategy formulation to summarize and evaluate the main strengths and weaknesses in various functional areas of the business. This matrix also serves as a basis for identifying and assessing the relationships between these areas. Intuitive judgment is used in the development of the internal factor evaluation matrix, so its scientific appearance should not be interpreted as evidence that the technique is entirely free of flaws. An in-depth understanding of the factors included in the matrix is more important than the numbers generated. According to Santoso (2013), the IFE matrix can be formed through five stages as follows:

- a) List the key internal factors that have been identified in the internal audit process. Start with strengths, followed by weaknesses. Try to be as specific as possible by using percentages, ratios, or comparative figures.
- b) Give each factor a weight that ranges from 0.0 (not important) to 1.0 (very important). These weights reflect the relative importance of each factor to the company's success in its industry. Regardless of whether the factor is an internal strength or weakness, the factor that has the most influence on the organization's performance should receive the highest weight. The total overall weight should reach 1.0.
- c) Give each factor a rating of 1 to 4 to indicate whether it is a major weakness (rating=1) or minor weakness (rating=2), minor strength (rating=3), or major strength (rating=4). Note that strengths should be given a rating of 3 or 4, while weaknesses should be given a rating of 1 or 2. These ratings are based on company conditions, while the weights in the second step are based on the industry as a whole.
- d) Multiply the weight of each factor by its rank to get a weighted score for each variable.

- e) Add up all the weighted scores to determine the total weighted score of the organization. A total weighted score below 2.5 indicates that the organization has internal weaknesses, while a score above 2.5 indicates that the organization has good internal strengths.

The way to calculate the weights is by averaging the scores given by the three examiners on each factor, then adding up the averages. The average of each factor is then divided by the total average of all factors. Meanwhile, the ranking calculation is done by summing the scores given by the three examiners, then averaging them.

### 3. CPM Matrix (Competitive Profile Matrix)

Competitive Profile Matrix (CPM) is a strategic analysis tool used to compare the relative strengths and weaknesses of a company against major competitors in the same industry. This matrix assists a company in identifying its competitive position by evaluating various key factors that affect competition. These factors usually include aspects such as product quality, market share, customer service, innovation, price, and operational efficiency.

According to David (2011), CPM is a very important tool in competitive analysis because it provides a comprehensive view of a company's strategic position relative to its competitors. This matrix allows companies to identify competitive advantages and areas that require improvement, so as to direct resources and strategies more effectively.

The use of CPM starts by identifying the critical factors that affect competitiveness in a particular industry. After that, each factor is given a weight based on its importance, which ranges from 0.0 (not important) to 1.0 (very important). Next, each factor is rated for the company and its competitors using a scale of 1 to 4, where 4 indicates a major strength and 1 indicates a significant weakness. The total score is calculated by multiplying the weight of each factor by its rating, and the result is used to determine the relative competitive position of the company compared to its competitors (Rothaermel, 2015).

CPM is not only helpful in assessing the current competitive position, but it can also be used as a tool to monitor changes in competitiveness over time, allowing companies to adapt to changing market dynamics (Pearce & Robinson, 2013). As such, CPM is an integral part of the strategic planning process, providing valuable insights for management decision-making.

### **Steps to Create a Competitive Profile Matrix (CPM)**

- a. **Identify Critical Success Factors:** Identify the key factors that influence competitiveness in the industry. These factors can include product quality, customer service, market share, innovation, pricing, etc.
- b. **Assign Weights:** Assign a weight to each factor based on its importance to success in the industry. Weights are assigned on a scale from 0.0 (not important) to 1.0 (very important). The total weight for all factors should equal 1.0.
- c. **Rate Each Factor:** Each company (including your own and competitors) is rated on each factor based on their performance. The rating scale typically is:
  - 4 = Major strength
  - 3 = Minor strength
  - 2 = Minor weakness
  - 1 = Major weakness
- d. **Calculate Weighted Scores:** Multiply the weight of each factor by the rating for each company. This will give you the weighted score for each factor.
- e. **Sum the Weighted Scores:** Sum the weighted scores for each company to obtain the total CPM score. This score indicates the relative competitive position of the companies being compared.

### **4. SWOT**

SWOT analysis is a strategic tool used to identify and analyze the four main elements that affect the success of an organization, namely Strengths, Weaknesses, Opportunities, and Threats. SWOT provides a comprehensive view of the internal and external factors that impact an organization's performance, and assists in formulating effective strategies to achieve long-term goals (David, 2011).

a) Strengths:

Strengths include all internal advantages possessed by an organization, which provide added value and competitiveness in the industry. These strengths can be resources, capabilities, expertise, good reputation, customer loyalty, superior technology, or strong market position (Rothaermel, 2015). Analyzing strengths helps organizations to maximize their existing assets and competencies..

b) Weaknesses:

Weaknesses are any internal shortcomings or limitations that hinder an organization's performance and make it vulnerable to competition. Weaknesses can be a lack of resources, weaknesses in the supply chain, dependence on certain suppliers, or limitations in technology and innovation (Pearce & Robinson, 2013). Identifying weaknesses allows the organization to correct or manage these shortcomings so that they do not harm the business.

c) Opportunities:

Opportunities are external conditions or trends that an organization can exploit for profit or growth. These opportunities can arise from market changes, new technologies, shifts in consumer preferences, or supportive government policies (Hill & Westbrook, 1997). By recognizing and taking advantage of these opportunities, an organization can take proactive steps to grow its business.

d) Threats:

Threats are external factors that may pose a risk or threaten the sustainability of the organization. These threats may include increased competition, regulatory changes, economic fluctuations, or technological advances by competitors (David, 2011). By understanding threats, organizations can plan effective mitigation strategies to reduce their negative impact.

SWOT analysis is often used in strategic planning to help organizations develop strategies that capitalize on strengths and opportunities, while addressing weaknesses and anticipating threats (Helms & Nixon, 2010). As such, SWOT is an essential tool in guiding managerial decision-making and setting strategic priorities.

## 5. QSPM

Quantitative Strategic Planning Matrix (QSPM) is a strategic analysis tool used to evaluate various strategic alternatives based on internal and external factors previously identified through tools such as SWOT, EFE, IFE, and others. QSPM allows decision makers to quantify the relative attractiveness of each proposed strategy, so as to choose the strategy that best suits the company's conditions (David, 2011).

QSPM works by assigning weights and scores to the various factors that influence a strategy, where each factor is assigned a value based on its importance in supporting or hindering the implementation of a particular strategy. The process begins with a list of previously identified opportunities, threats, strengths and weaknesses. Each factor is then assigned a weight based on its importance, usually in the range of 0.0 (not important) to 1.0 (very important) (Rothaermel, 2015). Once the weights are assigned, each strategy alternative is evaluated and scored based on its attractiveness in relation to each factor. The scores are then multiplied by the weights to produce Total Attractiveness Scores (TAS), which are used to compare and determine the most viable strategies (Pearce & Robinson, 2013).

One of the main advantages of QSPM is its ability to provide a structured and quantitative approach in evaluating strategy alternatives, which can reduce subjectivity in the decision-making process. In addition, QSPM also helps in ensuring that the chosen strategy is truly based on a thorough analysis of the factors that affect the success of the company, both internally and externally (David, 2011).

Thus, QSPM becomes an essential tool in strategic planning, providing clear guidance in choosing the best strategy among the various alternatives available. The use of QSPM ensures that strategic decisions are made by considering all relevant aspects, thus increasing the likelihood of successful implementation of the chosen strategy (Hill & Westbrook, 1997).

### **Steps to Create QSPM**

- a. **List the Strategic Options**  
Identify the different strategies or actions the company is considering.
- b. **Identify Key Factors**  
These are the key internal and external factors identified in the IFE and EFE matrices, such as strengths, weaknesses, opportunities, and threats.
- c. **Assign Weights**  
Assign a weight to each factor based on its importance, as was done in the IFE and EFE matrices. The total of these weights should equal 1.0.
- d. **Determine Attractiveness Scores (AS)**  
For each strategy, assign an Attractiveness Score (AS) to each factor. This score indicates how well the strategy responds to the factor:
  - 4 = Highly attractive
  - 3 = Reasonably attractive
  - 2 = Somewhat attractive
  - 1 = Not attractive
 If the factor is irrelevant to a particular strategy, assign a score of 0.
- e. **Compute the Total Attractiveness Score (TAS)**  
Multiply the weight of each factor by its Attractiveness Score for each strategy:
 
$$\text{TAS} = \text{Weight} \times \text{AS}$$
- f. **Sum the TAS:**  
Add up all the TAS for each strategy. The strategy with the highest total TAS is the most attractive option.

Input Stage is the initial stage in strategic analysis that aims to identify and evaluate internal and external factors that affect the company. The main tools used at this stage are EFE (External Factor Evaluation) Matrix, IFE (Internal Factor

Evaluation) Matrix, and CPM (Competitive Profile Matrix). The EFE Matrix is used to evaluate opportunities and threats from the external environment that might impact the company (David, 2011). The IFE Matrix, on the other hand, focuses on analyzing the company's internal strengths and weaknesses. This tool helps the company to understand the internal factors that can support or hinder the achievement of strategic goals. The CPM is used to compare the company with major competitors in the industry, thus enabling the identification of the company's competitive position (Rothaermel, 2013).

Once the internal and external factors have been identified and analyzed, the process continues to the Matching Stage, where the analytical tool used is the SWOT (Strengths, Weaknesses, Opportunities, Threats) Matrix. The SWOT Matrix combines the results of the EFE and IFE to formulate a strategy based on the strengths, weaknesses, opportunities, and threats that have been identified (Wehrich, 1982). At this stage, companies can explore various possible strategies, such as utilizing strengths to take advantage of opportunities or overcoming weaknesses to avoid threats.

The final stage, Evaluation Stage, involves assessing and prioritizing the identified strategies using QSPM (Quantitative Strategic Planning Matrix). QSPM provides a quantitative approach to evaluating the relative attractiveness of different strategies that may be adopted by the company (David, 2011). By using QSPM, management can make more informed strategic decisions based on an objective assessment of the various strategic options.

#### **2.1.6 The Relationship Between Business Strategy in Increasing Competitiveness**

An effective business strategy is the main key in improving the competitiveness of the company. According to research by Barney (2020), developing a strategy that includes product and service innovation can create a sustainable competitive advantage. This study found that companies that focus on innovation tend to have higher competitiveness than those that do not (Barney, 2020). In addition, a study by Johnson et al. (2018) shows that the implementation



of digitalization strategies, such as the use of advanced technology and data analytics, can improve the operational efficiency and competitiveness of companies. For example, a study by Gupta (2019) proved that companies that adopt digital technologies effectively are able to compete better in the global market. Diversification strategies are also considered important, as revealed by Hitt et al. (2021), where companies that diversify their products and services are able to reach a wider market and increase competitiveness. Overall, various business strategies such as innovation, digitalization, and diversification have been shown to have a positive relationship with increasing company competitiveness.

## 2.2 Previous Research

This thesis proposal is made from research materials and the results of previous research conducted as a comparison. In writing this thesis, the writer collects information from various previous research journals as a basis for reference and comparison. In addition, the authors also seek several sources, such as books and international journals, to obtain information and supporting theories related to the titles used. Below is a table of previous research in the form of journals related to the research conducted by the author.

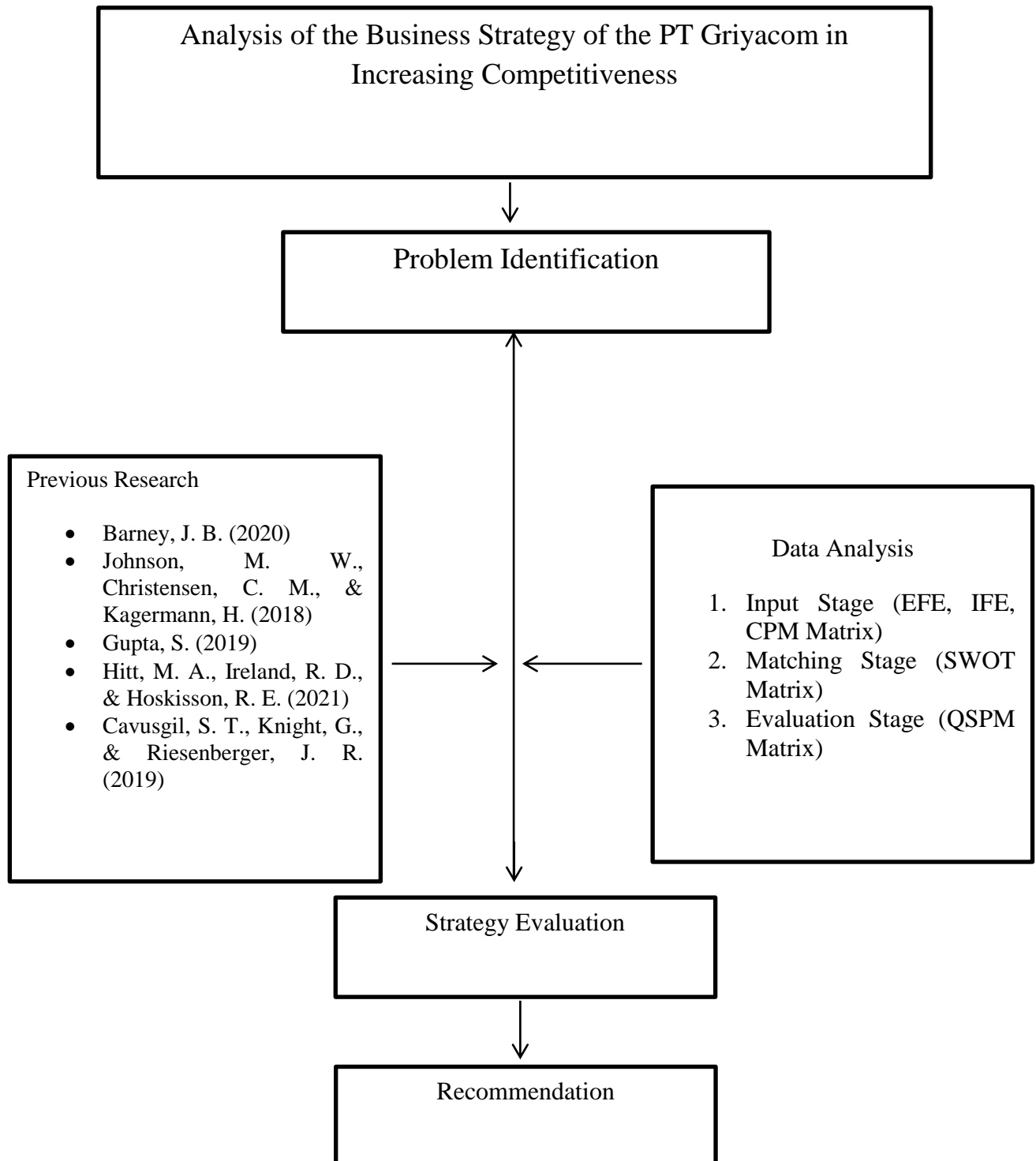
**Table 2. 2 Main References of the Research**

Reference	Title	Research Result	Similarities	Differences
Barney, J. B. (2020)	Firm Resources and Sustained Competitive Advantage : Updated Findings	Developing strategies that include product and service innovation can create sustainable competitive advantage.	Focus on business strategy and competitive advantage.	Highlights resources and innovation as key elements.
Johnson,	Reinventi	Implementing	Focus on	Emphasizes the

Reference	Title	Research Result	Similarities	Differences
M. W., Christensen, C. M., & Kagermann, H. (2018)	Design Your Business Model: Digital Strategies for Competitive Advantage	Digitalization strategies, such as the use of advanced technology and data analytics, can improve operational efficiency and company competitiveness.	business strategy to improve competitiveness.	importance of digitalization and technology.
Gupta, S. (2019)	Digital Strategy: A Guide to Digital Business Transformation	Companies that effectively adopt digital technology are better able to compete in the global market.	Focus on business strategy and technology adoption.	Specializes in digital transformation as a tool for enhancing competitiveness.
Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2021)	Strategic Management: Competitiveness and Globalization	Product and service diversification enables companies to reach broader markets and enhance competitiveness.	Focus on business strategy and competitiveness enhancement.	Emphasizes diversification as a key strategy.
Cavusgil, S. T., Knight, G., & Riesenberger, J. R. (2019)	International Business: The New Realities	Internationalization strategies can help companies access new markets and increase global competitiveness.	Focus on business strategy and competitiveness.	Emphasizes internationalization as a strategy for improving competitiveness.

### 2.3 Research Framework

**Figure 2. 1 Research Framework**



This research framework is designed to analyze PT Griyacom's business strategy in improving its competitiveness in Indonesia's increasingly competitive computer retail market. The research begins by identifying the key challenges faced by the company, followed by data collection through in-depth interviews with management and analysis of company documents. The collected data is then analyzed using thematic methods to identify key themes and patterns related to business strategy, which will be compared with previous literature to find gaps and opportunities. The next step is to evaluate the effectiveness of the current business strategy by conducting a SWOT analysis to identify the strengths, weaknesses, opportunities, and threats faced by PT Griyacom. Based on the results of this analysis, the research will formulate concrete and measurable strategic recommendations to improve the company's competitiveness, accompanied by a clear implementation plan. Finally, a monitoring and evaluation mechanism will be developed to ensure the recommended strategies can be implemented effectively and have a positive impact on PT Griyacom in the long term.

## **CHAPTER III RESEARCH METHOD**

### **3.1 Research Design**

Research methodology is a systematic way to plan, implement, and evaluate research with the aim of gaining a better understanding of a phenomenon (Creswell, 2014). This methodology comprises various stages, including planning, data collection, data analysis, and interpreting research results. The term research methodology refers to the science that deals with scientific methods as a step in the research process, aiming to search for, develop, and test the truth of a study (Rianto Adi, 2005). The essence of research methodology is to provide guidelines on how researchers study, analyze, and understand the environments they encounter (Soerjani Soekanto, 2007).

This study employs a qualitative research design using a single case study method as described by Robert K. Yin (2018). The single case study approach is chosen because the case under investigation is considered representative, providing valuable insights into the broader context of business strategy and competitiveness within the industry. According to Yin (2018), a single case study is suitable when the case is typical or illustrative, enabling the researcher to explore and understand a phenomenon deeply within its real-life context.

In this research, data will be collected through in-depth interviews, document analysis, and direct observation to gain a comprehensive understanding of the business strategy employed by PT Griyacom. The qualitative approach allows for an in-depth exploration of the perceptions, views, and motivations of key stakeholders within the company. The findings from this single, representative

case will contribute to a broader understanding of how similar companies in the industry may approach and implement competitive strategies.

### **3.2 Characteristics of Research**

According to Creswell (2014), the characteristics of research encompass attributes such as objectivity, systematic approach, empirical evidence, and analytical depth. These qualities are essential for ensuring the reliability and credibility of research outcomes. This study, titled "Analysis of the Business Strategy of the PT Griyacom in Increasing Competitiveness," builds upon the foundational research on business strategies and competitiveness. It explores the effectiveness of various business strategies employed by PT Griyacom to enhance its competitive edge in the market. The research is developed using a qualitative approach, particularly through in-depth interviews. This method allows for a comprehensive understanding of strategic trends, expert perspectives, and case-specific insights from key stakeholders within PT Griyacom.

In this study, the focus is on a qualitative research design, utilizing interviews to gather detailed and contextual information from various stakeholders within PT Griyacom. This approach aligns with Creswell's (2014) emphasis on the importance of systematic, empirical, and analytical qualities in research. By conducting interviews, the study aims to capture expert opinions, strategic trends, and detailed case descriptions related to the company's business strategies. This methodology enables the researcher to analyze how different strategies contribute to enhancing competitiveness, providing a deeper understanding of the practical implications and effectiveness of these strategies.

The research is characterized by its empirical nature, as it relies on real-world data collected from key informants within the organization. The systematic approach involves structured interview protocols and rigorous data analysis to ensure the findings are credible and robust. Additionally, the study's analytical aspect is reflected in the detailed interpretation of interview data to draw meaningful conclusions about the impact of PT Griyacom's business strategies on its market position. Overall, the study's characteristics ensure that the findings will

offer valuable insights into strategic management, aligning with Creswell's criteria for high-quality research.

### **3.3 Research Location and Period**

The research will be conducted at PT. Griyacom,. The choice of this location is strategic as it allows for an in-depth analysis of the business strategies implemented by the company in a real-world context. Conducting the research at PT. Griyacom provides direct access to relevant data and insights into how the company operates and competes within its industry.

The period of the research is scheduled from August to September. This timeframe is selected to ensure that the data collection process aligns with the company's operational activities and strategic initiatives. By conducting the research during these months, the study aims to capture the most relevant and current information about the company's business strategies and their impact on competitiveness. The two-month period allows for comprehensive data collection and analysis, providing a robust foundation for understanding the company's strategic approaches and their effectiveness.

### **3.4 Data Sources**

#### **3.4.1 Primary Data**

According to Sudaryanto (2015), primary data refers to data obtained directly from the original source that is directly related to the research problem being studied. This data is original or new and is collected through established data collection techniques. In this study, primary data includes direct information gathered in the field related to the research issues. This type of research can produce direct data, which can be collected from well-structured interviews with relevant parties or informants from PT. Griyacom .

#### Respondent Characteristics:

Top Management or C-Level Executives

Name : Rico Dezi Arfiansyah

Position : CEO

Length of service : 20 years

Senior Managers or Department Heads

Name : Dea Frandila

Position: Supervisor

Length of service : 13 years

Middle Managers or Functional Managers

Name : Anisa Nurul

Position: General Affair

Length of service : 10 years

#### 3.4.2 Secondary Data

Sudaryanto (2015) defines secondary data as data obtained from sources not directly related to the research problem being studied. Secondary data is considered secondary because it has been previously collected by other parties and can be used by researchers for specific purposes.

#### 3.5 Data Collection Methods

In this study, data collection is categorized into two types: primary data and secondary data, using the following techniques :

##### 1. Interviews

According to Sugiyono (2018), interviews are a data collection technique used when researchers aim to conduct preliminary studies to identify problems that need to be investigated. Primary data, which is



directly obtained from the source in the research location (field research), is gathered through interviews and observations. Interviews involve a face-to-face question-and-answer process where two or more people engage in a direct exchange of information or explanations. Respondents for this study are selected using Purposive Sampling. Sugiyono (2018) defines Purposive Sampling as a technique for selecting data samples based on specific criteria to facilitate the exploration of the research object. Semi-structured interviews are employed, allowing for in-depth and flexible discussions that provide more open data, enabling informants to share their opinions and ideas freely.

## 2. Observation

The observation technique is used to explore behaviors, meanings, and events occurring in the field (Sugiyono, 2018). Participatory observation is employed to gain broader insights into the research field. The researcher conducts observations by directly reviewing the field activities and provides assessments from the perspectives PT. Griyacom.

## 3. Literature Review

A literature review involves gathering articles, books, and other relevant documents related to the research topic. It entails an overall assessment of published and unpublished works collected from various secondary sources in the research area of interest, as outlined by Sekaran and Bougie (2017). For secondary data relevant to the study's topic, the researcher utilizes literature reviews from journals, previous theses, and various online sources.

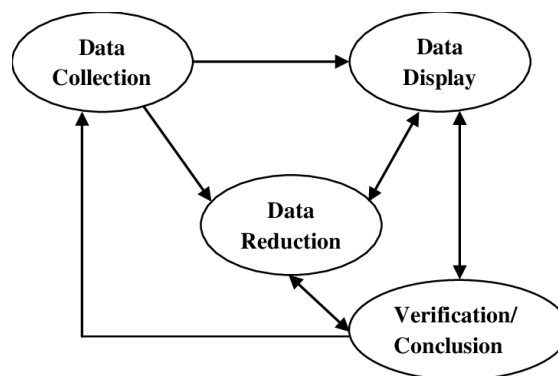
## 4. Documentation

Documentation involves recording information in various forms such as written texts, images, or significant works that capture past events (Sugiyono, 2018). This data collection technique is used to complement data obtained from observation and interviews, enhancing the credibility of the research. In this study, the researcher includes videos and photos of the data collection process in the field, provided by previously selected informants.

### 3.6 Data Analysis Method

Qualitative analysis is a technique or process in research aimed at understanding, interpreting, and explaining the meanings or experiences of individuals or groups within specific contexts. This type of analysis involves collecting data from non-numeric sources such as interviews, observations, and documents, and then analyzing this data using certain approaches or techniques. The goal is to understand perceptions, experiences, and viewpoints of key informants related to agricultural innovation strategies. Techniques such as content analysis, narrative analysis, or thematic analysis may be employed to identify themes and patterns in interviews and documentation.

In this study, the researcher utilizes narrative qualitative data analysis techniques as described by Miles and Huberman (1994). According to Miles and Huberman (1994), qualitative data analysis focuses on developing a deep understanding of qualitative data through the organization, simplification, and presentation of data in the form of tables, graphs, and diagrams. This method allows for a structured approach to analyzing and interpreting qualitative data, providing insights into the nuances of the research subject.



**Figure 3. 1 Data Analysis Flow (Flow Model)**

Based on the diagram above, the Miles and Huberman model is used as the data analysis technique in this study. Data analysis is conducted interactively and consists of three steps: data reduction, data presentation, and conclusion drawing. In the data reduction step, the researcher simplifies or summarizes the data

obtained from observations, interviews, and documentation. The next step is data presentation, where the reduced data is presented in a narrative format or brief description using text. The final step, conclusion drawing, involves making conclusions based on data collected through observations, interviews, and documentation, supported by the explanations provided by the Miles and Huberman model (2013).

### **3.6.1 Data Collecting**

Data analysis in this study is conducted using a structured framework that begins with the Input Stage, progresses through the Matching Stage, and concludes with the Evaluation Stage. Each stage employs specific analytical tools to systematically examine and interpret the data collected. Input Stage: This initial stage involves gathering and evaluating external and internal factors using tools such as the External Factor Evaluation (EFE) matrix, Internal Factor Evaluation (IFE) matrix, and Competitive Profile Matrix (CPM). The EFE matrix is used to assess external opportunities and threats by assigning weights and ratings to key external factors. Similarly, the IFE matrix evaluates the organization's internal strengths and weaknesses, assigning appropriate weights and ratings to reflect their impact on the organization's performance. The CPM is utilized to compare the organization against its major competitors, identifying relative strengths and weaknesses. Matching Stage: Once the input data has been evaluated, the next step involves the Matching Stage, where the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is employed. SWOT analysis systematically aligns the internal and external factors identified in the Input Stage to generate strategic alternatives. By cross-referencing strengths with opportunities and threats, and weaknesses with opportunities and threats, potential strategies can be identified that capitalize on strengths, mitigate weaknesses, exploit opportunities, and defend against threats. Evaluation Stage: The final stage is the Evaluation Stage, where the Quantitative Strategic Planning Matrix (QSPM) is applied to assess and prioritize the strategic alternatives generated in the Matching Stage. QSPM quantifies the relative attractiveness of each strategy by assigning weights and scores to the factors considered, allowing for a more objective comparison.

The strategy with the highest Total Attractiveness Score (TAS) is typically selected as the most viable option.

This multi-stage analytical framework ensures a comprehensive and systematic approach to data analysis, facilitating the development of well-informed and strategically sound decisions.

### **3.6.2 Data Condensation**

Data condensation, also known as data reduction, is essential in the analytical framework involving the Input, Matching, and Evaluation Stages. This process reduces the volume of data, making it more manageable and focused for strategic analysis. In the Input Stage, data condensation is applied through tools like the External Factor Evaluation (EFE) matrix, Internal Factor Evaluation (IFE) matrix, and Competitive Profile Matrix (CPM). These tools help in distilling large amounts of external and internal data into weighted and rated factors that are critical to the organization's strategic success. By sorting and simplifying these factors, the data becomes more actionable and easier to manipulate in subsequent stages.

In the Matching Stage, data condensation continues as the SWOT analysis narrows down the key strengths, weaknesses, opportunities, and threats identified earlier. The condensation process in this stage focuses on aligning these factors into coherent strategic alternatives, eliminating less relevant or redundant information. This allows the analysis to focus on the most impactful strategies, making the data easier to handle and more relevant to decision-making.

Finally, in the Evaluation Stage, data condensation is crucial when applying the Quantitative Strategic Planning Matrix (QSPM). Here, the preliminary conclusions drawn from the SWOT analysis are further refined. The QSPM quantifies and prioritizes strategic alternatives by focusing only on the most significant factors, simplifying complex data sets, and reducing the number of variables that need to be considered. This ensures that the final strategic decision is based on the most pertinent and streamlined data, improving the efficiency and effectiveness of the decision-making process.

This systematic application of data condensation across all stages not only accelerates the analysis but also enhances the clarity and precision of the strategic recommendations.

### **3.6.3 Data Display**

Data display is an essential technique in presenting and interpreting data within the strategic analysis framework, enhancing the clarity and understanding of complex information. In the\*Input Stage, data display is employed through visual tools like matrices, including the External Factor Evaluation (EFE) matrix, Internal Factor Evaluation (IFE) matrix, and Competitive Profile Matrix (CPM). These matrices present data in a structured format, allowing for easy comparison and evaluation of various internal and external factors. By visually organizing the data, patterns and relationships become more apparent, facilitating a more informed and accurate analysis.

During the Matching Stage, data display continues to play a crucial role, particularly through the use of the SWOT analysis. Here, the strengths, weaknesses, opportunities, and threats identified are organized into a matrix format, which helps in visually aligning and contrasting the internal and external factors. This visual representation aids in the identification of strategic alternatives by making the relationships between variables clearer, thereby supporting more effective strategic planning.

In the Evaluation Stage, the Quantitative Strategic Planning Matrix (QSPM) further utilizes data display to prioritize strategic alternatives. The QSPM matrix visually ranks and scores each strategy based on its attractiveness, making it easier to compare and evaluate the potential success of each option. This visual approach to data display simplifies the decision-making process by highlighting the most viable strategies in a clear and concise manner.

Throughout the analysis process, data display serves as a critical tool for transforming raw data into understandable and actionable insights. By presenting data in a visual format, the analysis becomes more accessible, allowing decision-

makers to quickly identify key patterns, trends, and relationships that inform strategic choices

### **3.6.4 Data Verification/Conclusion**

According to Miles and Huberman (2014), drawing conclusions is the final and critical stage in the qualitative data analysis process. In the context of strategic analysis, this stage involves synthesizing the insights gained from the Input, Matching, and Evaluation Stages to generate overarching conclusions that directly address the research questions. The Input Stage begins this process by using tools like the External Factor Evaluation (EFE) matrix, Internal Factor Evaluation (IFE) matrix, and Competitive Profile Matrix (CPM) to systematically identify and weigh external and internal factors. These conclusions are drawn from well-organized data, ensuring they reflect the strategic realities of the organization.

In the Matching Stage, conclusions are refined by aligning the identified strengths, weaknesses, opportunities, and threats through the SWOT analysis. The triangulation of these internal and external factors helps in formulating strategic alternatives, and these alternatives are rigorously cross-checked against the initial research objectives. By validating the findings against multiple sources and data collection techniques, the conclusions drawn at this stage are more robust and credible.

Finally, in the Evaluation Stage, the Quantitative Strategic Planning Matrix (QSPM) is used to prioritize these strategic alternatives, drawing final conclusions based on quantitative assessments of the strategies' attractiveness. This process ensures that the chosen strategies are not only theoretically sound but also practically viable. Data validation in this stage includes triangulation, where strategies are cross-referenced with the input data and the strategic objectives of the organization to ensure consistency and relevance.

Throughout the entire process, data validation, particularly through technique triangulation and source triangulation, plays a critical role. Technique triangulation involves verifying data across different collection methods (e.g., interviews, observations, and documentation) to ensure accuracy, while source

triangulation checks the validity of data across multiple sources to enhance the credibility of the conclusions. By ensuring that all data aligns with the initial research questions and objectives, the conclusions drawn in this framework are both reliable and actionable, ultimately supporting strategic decision-making.

## **CHAPTER V**

### **CONCLUSION & SUGGESTION**

#### **5.1 Conclusion**

This study analyzes PT Griyacom's business strategy in responding to rapid market dynamics and changing consumer preferences in Indonesia's retail computer industry. Based on the research findings, four key conclusions can be drawn.

1. PT Griyacom faces challenges in adapting its business strategy to shifting consumer behavior, particularly the increasing preference for online shopping. However, opportunities such as the growth of e-commerce and sustained demand from the corporate segment provide potential for market expansion. To remain competitive, PT Griyacom must strengthen its digital presence and enhance customer engagement, ensuring that its strategies align with market trends.
2. An evaluation of the business strategy using the IFE, EFE, and SWOT analyses reveals that PT Griyacom possesses strengths in experienced human resources, product diversification, and excellent customer service. However, major weaknesses include a high dependency on the corporate segment and slow adoption of new technologies. Based on the SWOT analysis, the recommended strategy is to accelerate digitalization, improve digital infrastructure, and expand product offerings to broader segments to mitigate the threats of intense competition and rapid shifts in consumer behavior.
3. The Competitive Profile Matrix (CPM) results indicate that while PT Griyacom excels in customer service and digital marketing compared to its competitors, it still lags in innovation and product diversification. Bestnet Computer, for instance, achieved a higher competitive score. Therefore, PT



Griyacom must enhance product innovation and differentiation strategies to strengthen its market position. Fourth, the Quantitative Strategic Planning Matrix (QSPM) results highlight that digitalization and online promotion should be the top priorities, receiving a Total Attractiveness Score (TAS) of 3.60, which is higher than product diversification into the non-PC market (TAS: 3.40). This suggests that strengthening digital presence, optimizing online marketing, and improving technology adoption will have a more significant impact on enhancing PT Griyacom's competitiveness. However, product diversification remains a crucial long-term strategy to reduce reliance on specific segments and broaden the customer base.

## **5.2 Suggestions**

### **1. Strengthening Digitalization in Operations and Marketing**

PT Griyacom should prioritize digital transformation by expanding its e-commerce presence and implementing a more integrated digital marketing strategy. This initiative will improve market reach, customer engagement, and operational efficiency, allowing the company to capitalize on the growing trend of online shopping, which was identified as a key opportunity in the EFE analysis. Given the QSPM results, digitalization is the most impactful strategy for enhancing competitiveness in the modern retail market.

### **2. Expanding Product and Market Diversification**

To reduce dependency on the corporate segment, PT Griyacom must broaden its product portfolio to include emerging technology devices, such as IoT (Internet of Things) solutions and smart devices. Additionally, targeting new customer segments, particularly in the education and SME sectors, will create new growth opportunities while mitigating risks associated with market fluctuations. This recommendation aligns with the SWOT Matrix, which emphasizes the need for market expansion and product diversification to sustain long-term success.

### **3. Enhancing Human Resource Competencies**

The company should invest in intensive training programs to equip employees with technical expertise and digital skills, ensuring they can support the company's transformation efforts. Strengthening HR

competencies is crucial for the success of digitalization, as highlighted in the QSPM analysis, and will also enhance overall customer service quality, a key competitive advantage in the IFE analysis.

#### **4. Investing in Innovation and Technology**

PT Griyacom must allocate resources for research and development (R&D) to stay ahead of market trends and enhance product innovation. The CPM analysis identified slow technology adaptation as a weakness, making it essential for the company to adopt the latest advancements to remain competitive. This investment will enable better differentiation from competitors and ensure the company meets evolving consumer demands.

#### **5. Strengthening Strategic Partnerships with Suppliers**

To enhance supply chain stability and cost efficiency, PT Griyacom should develop stronger partnerships with key suppliers. These collaborations will ensure product availability, improve pricing advantages, and increase operational sustainability. Given the SWOT analysis results, managing competitive pressures from major players requires securing a stable and competitive supply chain.

### **5.3 Empirical Managerial**

1. Strengthening digitalization and online presence is essential for PT Griyacom to adapt to shifting consumer preferences. The company must optimize its e-commerce platform, enhance mobile responsiveness, and implement an omnichannel marketing strategy using social media, SEM, and targeted ads. AI-driven chatbots and personalized marketing should also be leveraged to improve customer engagement and conversion rates. A strong digital presence will enable PT Griyacom to compete effectively with online and offline retailers.
2. Addressing strategic weaknesses identified in the IFE and EFE analyses is critical. The company must reduce its reliance on the corporate segment by expanding into SME and individual consumer markets through tailored product bundles and flexible payment options. Accelerating technology adoption, investing in automation tools, and strengthening supply chain efficiency will enhance operational effectiveness and competitiveness.

3. Leveraging competitive positioning through product innovation is vital, as highlighted in the CPM analysis. While PT Griyacom excels in customer service, it lags in product diversification. Expanding offerings to include gaming accessories, smart devices, and software solutions, along with exclusive product bundles and strategic brand partnerships, will strengthen its market position and customer loyalty.
4. Prioritizing strategic recommendations based on QSPM analysis will ensure sustainable growth. Digitalization and online promotion should be the primary focus, supported by gradual product diversification. Effective resource allocation, performance measurement, and a phased implementation approach will enable PT Griyacom to optimize its strategies and adapt to market trends.
5. In conclusion, enhancing digital presence, addressing internal weaknesses, fostering innovation, and executing data-driven strategies are key to PT Griyacom's long-term competitiveness. By implementing these measures, the company can maximize profitability and secure a strong position in Indonesia's retail computer industry.

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