

The Application of SWOT Analysis in Determining Competitive Strategy at CV. Dichandra Labglass

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Abstract

This study aims to formulate an appropriate competitive strategy for CV. Dichandra Labglass in facing competition in the laboratory glassware manufacturing industry. The method used is a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to map the company's internal and external factors. The results of the study indicate that CV. Dichandra Labglass is in an aggressive growth position (Growth Oriented Strategy). The company's main strengths lie in the quality of high borosilicate materials, experienced glass craftsmen with more than 15 years of experience, and a credible digital reputation as a Star Seller. However, the company faces internal obstacles in the form of semi-manual production technology, limited skilled labor due to the absence of formal education, and unintegrated administrative management. Externally, government policies regarding TKDN and the trend of industrial downstreaming provide significant opportunities, amidst the threat of cheap imported products and exchange rate volatility. The resulting competitive strategy is a differentiation strategy through after-sales services in the form of repair warranties and specific product customization. This study concludes that strengthening brand identity and optimizing the digital ecosystem are key to the company's sustainability in both domestic and international markets.

Keywords

SWOT Analysis, Competitive Strategy, Laboratory Glassware, Differentiation, TKDN.



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INTRODUCTION

The rapid advancement of technology, scientific research, and manufacturing industries in Indonesia has significantly increased the demand for high-quality and precise laboratory equipment. In this context, laboratory glassware (labware) plays a vital role as a fundamental component in supporting experimental activities across various sectors, including higher education institutions, government research bodies, and the pharmaceutical and chemical industries. The accuracy, durability, and reliability of laboratory glass instruments directly influence the validity of research

outcomes, making them an indispensable element in scientific development. Consequently, the availability of domestically produced labware that meets international standards has become increasingly important, not only to fulfill national needs but also to reduce dependence on imported products.

Within this evolving industrial landscape, CV. Dichandra Labglass has emerged as one of Indonesia's prominent laboratory glass manufacturers. Established in 2007 and located in Bandung, the company has demonstrated consistent growth and resilience in meeting the needs of both domestic and international markets. Over the years, CV. Dichandra Labglass has successfully expanded its market reach, with its products distributed widely across Indonesia—from Sabang to Merauke—as well as exported to several countries, including South Korea, Malaysia, and Timor-Leste. This wide distribution network reflects a strong level of trust from users, particularly researchers and industrial practitioners, toward the quality and reliability of the company's products. Such achievements indicate that local manufacturers are capable of competing in a highly specialized and quality-sensitive industry.

Despite these accomplishments, CV. Dichandra Labglass continues to face complex strategic challenges that may hinder its long-term competitiveness. One of the primary issues lies in the persistent stigma among consumers and industry players who tend to favor foreign-made laboratory products, especially those originating from countries such as Japan and Germany, which are widely perceived as benchmarks of superior quality. This perception often leads to an underestimation of local products, regardless of their actual technical capabilities. As a result, domestic manufacturers must not only compete in terms of product quality and pricing but also address deeply rooted consumer biases that influence purchasing decisions. Furthermore, the presence of emerging local competitors intensifies the level of competition within the domestic market, requiring companies to continuously innovate and refine their strategic positioning.

In facing such challenges, the formulation of an effective competitive strategy becomes essential for sustaining and enhancing the company's market position. One of the most widely used analytical tools in strategic management is SWOT analysis, which examines internal factors—strengths and weaknesses—as well as external factors—opportunities and threats. According to Freddy Rangkuti (2014), SWOT analysis provides a systematic framework for identifying strategic alternatives that align with a company's internal capabilities and external environment. Similarly, Rangkuti (2004) emphasizes that this approach is instrumental in generating appropriate strategies for market development and expansion. By understanding its

strengths, a company can leverage its competitive advantages, while awareness of its weaknesses allows for targeted improvements. At the same time, identifying external opportunities and threats enables the company to anticipate market dynamics and respond proactively.

Moreover, SWOT analysis is not merely a descriptive tool but also a strategic planning instrument that facilitates decision-making. As noted by Buta (2007), the SWOT matrix serves as a structured method for prioritizing strategic initiatives, thereby enabling organizations to develop effective and sustainable growth strategies. In the case of CV. Dichandra Labglass, the application of SWOT analysis is particularly relevant, given the need to navigate both internal challenges—such as production capacity, innovation, and brand perception—and external pressures, including global competition and shifting market preferences. Therefore, this study aims to apply SWOT analysis as a comprehensive evaluation tool to determine an appropriate competitive strategy for CV. Dichandra Labglass. Through this approach, the company is expected to identify its core strengths, address its limitations, capitalize on emerging opportunities, and mitigate potential threats. More importantly, this analysis seeks to contribute to a broader effort of strengthening the competitiveness of local manufacturing industries and encouraging greater appreciation of domestically produced products. By formulating a well-grounded and adaptive strategy, CV. Dichandra Labglass is expected not only to maintain its current market position but also to enhance its role as a leading local manufacturer capable of competing at both national and international levels.

METHODS

This study employs a descriptive qualitative approach to interpret data and systematically capture field phenomena in order to present a comprehensive and realistic picture of the company's condition. The research is designed as a case study conducted at CV. Dichandra Labglass within a predetermined period of data collection. The use of a qualitative method allows for an in-depth exploration of the company's strategic position, particularly in understanding its internal capabilities and external challenges in a dynamic industrial environment. The data utilized in this research consist of both primary and secondary sources. Primary data were obtained directly through interviews with key personnel at CV. Dichandra Labglass, enabling the researcher to gather firsthand insights into the company's operations, strategies, and competitive conditions. Meanwhile, secondary data were collected from various supporting documents, literature, and relevant references without

direct interaction, as outlined in Sugiyono (2019:194), to complement and strengthen the analysis.

The data collection process was carried out using three main techniques to ensure the validity and comprehensiveness of the findings. First, in-depth interviews were conducted with internal stakeholders of the company to obtain accurate and detailed primary information regarding strengths, weaknesses, opportunities, and threats faced by the organization. Second, a literature review was undertaken to establish a solid theoretical foundation, particularly in relation to strategic management and SWOT analysis, as well as to adopt relevant data processing methods from previous studies. Third, field surveys were conducted to support and validate the data obtained from interviews and literature, thereby providing additional empirical evidence for a more holistic analysis of the company's competitive position.

In terms of research instruments, this study utilizes digital recording devices to document interview processes systematically. The interviews were guided by a structured list of SWOT-based questions that had been validated by experts to ensure their relevance in identifying the key causal factors underlying the company's strategic challenges. This approach enhances the reliability and accuracy of the collected data. The data analysis process is conducted through two main strategic stages. The first stage involves SWOT analysis, which aims to identify and evaluate the company's internal strengths and weaknesses, as well as external opportunities and threats in a comprehensive manner. The second stage involves the development of a SWOT matrix, which integrates these factors into strategic formulations, including SO (Strengths–Opportunities), ST (Strengths–Threats), and WO (Weaknesses–Opportunities) strategies. Through this systematic analysis, the study seeks to generate practical and targeted strategic recommendations to strengthen the competitive advantage of CV. Dichandra Labglass in the face of increasing global competition.

FINDINGS AND DISCUSSION

To obtain a comprehensive overview of CV. Dichandra Labglass's strategic position and competitive advantages, in-depth observations and analyses were conducted in accordance with the research objectives. Based on the results of field surveys, interviews, and internal documentation, the researchers successfully identified critical variables in the Strengths, Weaknesses, Opportunities, and Threats (SWOT) aspects as follows:

Identification of Internal Factors

Internal factors include elements within the company that have a direct influence on operational capacity and competitiveness. The strengths of CV. Dichandra Labglass represent a set of unique internal assets that form the foundation of its competitive advantage and are relatively difficult for competitors to replicate. One of the company's most prominent strengths lies in its wide market reach, supported by a loyal customer base distributed across Indonesia—from Sabang to Merauke—as well as its successful penetration into international markets such as South Korea, Malaysia, Timor-Leste, and Japan. This broad distribution network reflects not only strong market acceptance but also a high level of trust in the company's products.

In addition, the company demonstrates superior product quality through the use of high-grade borosilicate materials and precise manufacturing standards that are capable of competing with products from established global producers, particularly those from Japan and Germany. This quality is further reinforced by the company's customization capabilities, which allow it to produce laboratory glassware tailored to the specific technical requirements of researchers and industrial users. Such flexibility provides a significant advantage in meeting diverse and specialized demands. Another key strength lies in its expert human resources, particularly skilled glassblowers with more than 15 years of experience, ensuring meticulous craftsmanship and consistent product quality. This expertise is complemented by a diverse product portfolio that ranges from standard laboratory equipment to complex chemical reactors, enabling the company to serve various segments of the market. Furthermore, the strategic location of its production facility in central Bandung facilitates efficient distribution, both domestically and internationally, while also supporting closer coordination with research institutions and industry partners.

The company's competitiveness is also enhanced by its complete machine infrastructure and modern production facilities, which enable high precision in manufacturing complex glassware. In addition, CV. Dichandra Labglass offers superior after-sales service, including repair warranties, providing added value that is rarely offered by competitors or foreign brands. This strengthens customer loyalty and satisfaction. Moreover, the company has successfully leveraged its technical expertise to diversify its products into various innovative applications, such as patchouli oil distillation equipment, cold drip coffee tools, and custom decorative lamps. Its active participation in national exhibitions further supports network expansion and reinforces its presence in the domestic market. Finally, the company

benefits from a credible digital reputation, as evidenced by high marketplace ratings and strong customer reviews, along with creative content marketing strategies through social media platforms such as Instagram and TikTok, which effectively build brand awareness and public trust in local products.

The weaknesses of CV. Dichandra Labglass reflect a number of internal limitations that need to be strategically managed to minimize their impact on overall company performance. One of the primary challenges lies in the relatively weak brand positioning. Although the company possesses strong technical capabilities and product quality, its brand identity has not yet been fully embedded in the public's perception as a leading alternative to imported laboratory glassware. This condition contributes to the persistence of consumer bias toward foreign products, which are often perceived as superior. In addition, the company still faces limitations in terms of physical global market penetration. While its products have reached international markets, participation in international exhibitions remains limited, resulting in reduced opportunities to directly showcase product quality and build stronger global recognition. Operationally, the use of semi-manual production technology also presents a constraint, as the lack of fully automated systems affects efficiency and slows down the capacity for large-scale production. This issue is further compounded by administrative management that is not yet fully integrated, leading to less documentation of operational data and potentially affecting decision-making processes.

Another critical weakness is the shortage of specialized labor, particularly skilled glassblowers, which limits the company's ability to meet increasing demand. This shortage contributes to a broader supply and demand gap, where the volume of incoming orders often exceeds the company's production capacity. Furthermore, limited financial resources and constrained production space hinder the company's ability to expand operations and invest in more advanced technologies. The location of the production site outside an industrial zone also imposes operational restrictions, such as limited working hours, which ultimately affect daily output. Lastly, the company still requires a more structured and systematic approach to long-term business development. The absence of a well-defined strategic framework makes it more challenging to respond proactively to the pressures of global competition. Collectively, these weaknesses highlight the need for organizational strengthening, technological upgrading, and strategic planning to ensure sustainable growth and competitiveness.

Identification of External Factors

External factors represent conditions beyond the direct control of CV. Dichandra Labglass, yet they play a decisive role in shaping the company's sustainability and future growth. Among these, opportunities emerge as highly promising drivers that can be strategically leveraged to strengthen the company's competitive position. One significant opportunity lies in trend-based product innovation, where the rapid development of global research technology opens space for the company to design and produce new, adaptive laboratory glassware that meets evolving scientific and industrial needs. This innovation potential is closely linked to the expanding demand from various sectors, including the culinary, pharmaceutical, and medical industries, which creates broad opportunities for strategic collaboration and long-term partnerships.

In addition, government regulatory support provides a strong external advantage, particularly through policies that prioritize the use of domestic products, such as the Tingkat Komponen Dalam Negeri (TKDN). This policy creates a favorable environment for CV. Dichandra Labglass to position itself as a key supplier for government institutions and publicly funded projects. The relatively low intensity of local competitors, especially those specializing in custom-made laboratory glassware, further enhances this opportunity by allowing the company to occupy a dominant position in the domestic market. The accessibility of the digital ecosystem also plays a crucial role in expanding market reach. By utilizing online marketplaces as primary distribution channels, the company can penetrate wider markets more efficiently without being constrained by geographical boundaries. Furthermore, the continuous growth in academic institutions, particularly in science and health-related programs, contributes to a steady increase in demand for high-quality laboratory equipment. This trend is reinforced by the broader enhancement of national research culture, as more individuals and organizations engage in scientific and creative research activities, thereby increasing the need for reliable research instruments.

Another important opportunity arises from industrial downstreaming initiatives, particularly in sectors such as essential oil processing, where there is a growing demand for specialized distillation equipment. This aligns well with the company's expertise in producing customized glassware. Overall, these external opportunities provide a strong foundation for CV. Dichandra Labglass to expand its

market presence, strengthen its innovation capacity, and enhance its role as a competitive local manufacturer in both national and global contexts.

In addition to opportunities, CV. Dichandra Labglass also faces a range of external threats that may hinder its competitiveness and long-term sustainability if not managed strategically. One of the most significant challenges is the intensity of global competition, marked by the increasing influx of similar products and low-cost imports into the domestic market. In particular, products from countries such as China offer significantly lower prices, creating strong pressure on local manufacturers in terms of price competitiveness. This situation is further exacerbated by the persistent stigma among consumers who tend to place greater trust in laboratory products from countries such as Japan and Germany, which are widely perceived as having superior quality. As a result, local products often face an unfair comparison despite having comparable technical standards.

At the domestic level, the emergence of new competitors also contributes to heightened competition. These local players often adopt aggressive pricing strategies, which can attract price-sensitive consumers and potentially erode the market share of established companies. In addition, the risk of product imitation by local competitors presents another serious concern, as similar products may be reproduced at lower prices but with reduced quality, potentially affecting overall market perception. Another critical threat lies in the company's dependence on imported raw materials, particularly high-quality borosilicate glass. This reliance makes the company vulnerable to global supply chain disruptions, fluctuations in international prices, and instability in currency exchange rates. Consequently, production costs may become unpredictable, directly impacting profit margins. Furthermore, regulatory uncertainty and the dynamic nature of international laboratory standards pose additional challenges. As global certification and accreditation requirements continue to evolve, companies must continuously adapt their production processes and quality standards, often requiring significant investment in technology and compliance.

The issue of human resources also presents a long-term threat, particularly in the form of a skilled labor regeneration crisis. The absence of formal education or training institutions specializing in glassblowing forces companies to rely on self-taught training systems, which can be time-consuming and less efficient in meeting growing labor demands. Overall, these external threats highlight the need for CV. Dichandra Labglass to strengthen its resilience through innovation, strategic

planning, and continuous adaptation to both market and regulatory changes in an increasingly competitive global environment.

Swot Matrix

In facing increasingly complex industrial competition, companies require strategic analysis to systematically evaluate internal and external conditions. One commonly used approach is SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, which serves to identify internal factors such as strengths and weaknesses, as well as external factors such as opportunities and threats that affect organizational performance (Rangkuti, 2016; Kotler & Keller, 2016). The SWOT matrix for CV. Dichandra Labglass aims to map the company's strategic position in the laboratory glassware industry. Strengths such as product quality, customization capabilities, and human resource support form the basis of competitive advantage, while weaknesses such as limited capacity and suboptimal brand awareness require attention. On the other hand, opportunities from research sector growth and government policy support can be maximized, although they still face the threat of global competition and low-cost imported products.

Through this approach, companies are expected to be able to formulate appropriate strategies through a combination of SO, WO, ST, and WT strategies, so that they can increase competitiveness and achieve sustainable competitive advantage (David, 2017).

Table 1. SWOT Matrix CV. Dichandra Labglass

<p style="text-align: center;">IFAS</p> <p style="text-align: center;">EFAS</p>	<p style="text-align: center;">Strengths (S)</p> <ol style="list-style-type: none"> 1. Wide domestic and international market reach 2. Ungguli brand product quality 3. Ability to customize labware products 4. Expert human resources with >15 years of experience 5. Diverse products from standard to complex 6. Strategic production location in Bandung 7. Complete production infrastructure and machinery 8. Complete after-sales service (repair service) 9. Diversified products based on expertise 10. National awards and recognition 11. Strong digital credibility 12. Creative content marketing 	<p style="text-align: center;">Weaknesses (W)</p> <ol style="list-style-type: none"> 1. Brand not yet well known in the market 2. Not yet active in international marketing 3. Production technology still semi-manual 4. Administration not yet fully integrated 5. Lack of specialized workforce 6. Limited production space and capacity 7. Imbalance between supply and demand 8. Limited operational hours 9. Not yet optimal long-term strategy
<p style="text-align: center;">Opportunities (O)</p> <ol style="list-style-type: none"> 1. Innovation in research-driven products 2. Opportunities to work with a wide range of industries 3. Support from government policies (TKDN) 4. Local competitors still limited 5. Access to wider marketplaces 6. Growth of academic and medical sectors 7. Increased national research culture 8. Support from local government for local products 9. Natural resource potential of mineral industry 	<p style="text-align: center;">SO Strategy</p> <ol style="list-style-type: none"> 1. Develop research-based product innovations by leveraging customization capabilities. 2. Expand partnerships with academic, medical, and industrial sectors. 3. Optimize digital marketing to penetrate international markets. 4. Leverage TKDN policies to enter government projects. 5. Diversify products following industry and research trends. 	<p style="text-align: center;">WO Strategy</p> <ol style="list-style-type: none"> 1. Build brand awareness through international exhibitions and digital marketing. 2. Improve integrated digital-based administration system. 3. Invest in automated production technology. 4. Add expert personnel through training and recruitment. 5. Increase production capacity to meet demand.
<p style="text-align: center;">Threats (T)</p> <ol style="list-style-type: none"> 1. Global competition from low-cost imported products 2. Stigma that domestic products are inferior to foreign ones 3. Emergence of new local competitors 4. Low-priced Chinese products 5. Dependence on imported raw materials 6. Changes in international standards 7. Regeneration crisis of expert workforce 8. Fluctuating production costs 9. Global laboratory standard setting 10. Risk of product imitation by competitors 	<p style="text-align: center;">ST Strategy</p> <ol style="list-style-type: none"> 1. Promote product quality to counter the stigma of foreign products. 2. Strengthen after-sales service as a competitive advantage. 3. Continuously innovate products to stay relevant and not easily imitated. 4. Expand the market to reduce the impact of local competition. 5. Build a strong digital reputation to increase market trust. 	<p style="text-align: center;">WT Strategy</p> <ol style="list-style-type: none"> 1. Increase production efficiency to cope with low-priced imported products. 2. Reduce dependence on imported raw materials through local alternatives. 3. Enhance long-term business planning strategies. 4. Strengthen human resources through expert regeneration programs. 5. Adapt to international standards sustainably.

Discussion

The application of SWOT analysis in determining the competitive strategy of CV. Dichandra Labglass provides a comprehensive framework for understanding the company's strategic position within the laboratory glassware industry. By systematically identifying internal strengths and weaknesses, as well as external opportunities and threats, the company is able to formulate adaptive and targeted strategies to enhance its competitiveness in both domestic and international markets. From the internal perspective, CV. Dichandra Labglass demonstrates strong competitive advantages through its superior product quality, customization capabilities, experienced human resources, and wide market reach. These strengths position the company as a technically reliable local manufacturer capable of competing with global products. However, several internal limitations, such as weak brand positioning, semi-manual production systems, limited financial capacity, and

the shortage of skilled labor, indicate the need for organizational strengthening and operational efficiency improvements. Without addressing these weaknesses, the company may face difficulties in scaling production and maintaining consistency in meeting increasing market demand.

From the external perspective, the company operates in an environment filled with both promising opportunities and significant threats. Opportunities arise from the growing demand for laboratory equipment driven by the expansion of academic institutions, the development of research culture, and government policies supporting domestic products (TKDN). Additionally, the accessibility of digital marketplaces and the relatively low number of specialized local competitors provide strategic advantages for market expansion. On the other hand, threats such as aggressive global competition, the dominance of low-cost imported products, consumer bias toward foreign brands, and dependence on imported raw materials present substantial challenges that require careful strategic responses.

Through the SWOT matrix, these factors can be integrated into four main strategic directions. The SO (Strengths–Opportunities) strategy emphasizes leveraging the company’s technical expertise and product quality to capture broader market opportunities, particularly by expanding collaborations with research institutions and industries while strengthening digital marketing efforts. The ST (Strengths–Threats) strategy focuses on utilizing internal strengths to counter external threats, such as reinforcing product differentiation through customization and after-sales service to compete against low-cost imports. The WO (Weaknesses–Opportunities) strategy highlights the need to improve internal limitations, including enhancing brand identity, upgrading production technology, and developing human resources to fully capitalize on existing market opportunities. Meanwhile, the WT (Weaknesses–Threats) strategy underscores the importance of minimizing risks by strengthening financial management, improving operational systems, and developing long-term strategic planning to anticipate global competition and market uncertainties.

Overall, the application of SWOT analysis demonstrates that the competitive strategy of CV. Dichandra Labglass should not only focus on maintaining product quality but also on strengthening brand positioning, improving operational efficiency, and expanding strategic partnerships. By aligning its internal capabilities with external market dynamics, the company can enhance its resilience and sustainability. Furthermore, this analysis highlights the importance of shifting consumer perceptions toward local products by emphasizing quality, innovation,

and reliability. Therefore, SWOT analysis serves as an effective strategic tool in guiding CV. Dichandra Labglass to achieve a stronger competitive advantage and to position itself as a leading local manufacturer in the global laboratory glassware industry.

CONCLUSION

Based on the results of this study, the application of SWOT analysis has successfully mapped the strategic position and formulated the most relevant competitive strategy for CV. Dichandra Labglass. Through the identification of internal factors, it was found that the company's main strength lies in the synergy between expert human resources with more than 15 years of experience, high-quality borosilicate materials, and a credible digital reputation. These strengths are combined with the utilization of external opportunities, especially the government's TKDN policy and the growth of a national research culture, thus placing the company in an aggressive growth position (Growth-Oriented Strategy). However, in determining its competitive strategy, the company also faces several significant internal constraints, such as semi-manual production technology and a lack of organized administrative management. Furthermore, there is a limited specialist workforce due to the absence of formal glassblowing education in Indonesia, forcing the company to undertake independent, self-taught training, which can take longer. Externally, dependence on imported raw materials and exchange rate volatility continue to threaten the stability of the company's production costs. To overcome these obstacles, CV. Dichandra Labglass implemented a differentiation strategy that focused on after-sales service in the form of repair warranties and the ability to customize specific lab equipment. This strategy proved effective in mitigating the impact of the aggression of cheap imported products and shifting the stigma of foreign products. The application of this SWOT analysis confirms that the sustainability of CV. Dichandra Labglass's competitive strategy is highly dependent on the company's ability to transform internal limitations into advantages through custom product innovation and consistent strengthening of brand identity in both national and international markets.

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