

STRATEGY MANAGEMENT OF PT AGRAPANA WUKIR PANCA IN BUILDING BUSINESS COLLABORATION

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Abstract. The business concept now no longer uses independent thinking but has evolved into independence. Where business is not only and always leads to competition but also leads to collaboration. Business collaboration is the optimal choice in carrying out strategic management. PT Agrapana Wukir Panca is a company whose legalization status is still in the form of a Trade Unit. This study aims to find out how strategic management is applied at PT Agrapana Wukir Panca in building business collaboration. The research method used in this study is a *library research* method with a qualitative approach. The data is obtained from sources from articles, books, reports, and other research on strategic management and business collaboration. The results of the study found that the strategic management of PT Agrapana Wukir Panca which was applied in building business collaboration through three stages. First, the formulation of an audit strategy based on the company's mission and objectives. Both strategy implementations are based on effective resource allocation. And third, evaluate the strategy by monitoring.

Keywords: strategic management; PT Agrapana Wukir Panca; business collaboration.

INTRODUCTION

To help companies compete, develop business, and maintain their existence, companies need appropriate strategic steps (Sutandar, 2017). Strategy is a general term in forming a systematic that should be created in managing an organization. (Lengnick-Hall et al., 2011) define strategy as a way of guiding institutions towards the main goals of developing corporate values, managerial capabilities, organizational responsibilities, and administrative systems that link strategic and operational decision making at all hierarchical levels, and through the entire line of layers (Chaniago, 2014). The strategy in the management model has a direction that is achieved based on the interests or satisfaction of consumers rather than the perspective of competitors (Dagnino et al., 2017).

The presence of business collaboration is a safe and convenient choice for companies that are growing. Instead of competing with each other to dominate the market, a business collaboration model will provide benefits to all parties, both for entrepreneurs, governments and consumers. With a very large marketplace, the business collaboration model is considered capable of meeting the market needs of the community. With changes in lifestyles that are now completely dynamic, business people must be smart in finding their target market, which will support an efficient lifestyle and facilitate and pamper the community (Dahan et al., 2010).

Based on the background above, the researchers raised the title "*Strategic Management of PT AGRAPANA WUKIR PANCA in Building Business Collaboration*".

METHODS

The method in this study is a *library research* method based on a qualitative approach. (Williams, 2017) states that in a literature study to obtain data, researchers collect, analyze, organize, sources derived from articles, books, reports, and other research on strategic management and business collaboration. According to (Sitompul et al., 2022) there are four stages that need to be carried out in a literature study, namely: 1) preparing stationery, preparing bibliography, time management, and reading and recording research materials (Malagon-Maldonado, 2014). And a qualitative approach, which is an approach in processing data and its findings are not obtained from statistical procedures or other forms of calculation (Dvorak et al., 2020).

RESULTS AND DISCUSSION

PT Agrapana Wukir Panca is one of the trusted producers since 2015, which at that time the legalization status was still in the form of a Trade Unit. And continues to grow until now, and is one of the SMEs engaged in the procurement (production) of food and distribution which is located in Blitar, East Java, Indonesia. The products will often be found in shops, mini markets and grocery supermarkets, mainly in the East Java area.

Agrapana Wukir Panca or better known as AWP was founded in 2015, initially named UD, Wukir Panca which later evolved into PT. Agrapana Wukir Panca which transformed into a Total Food Solution company starting from the

production and processing of raw materials to become products available in the market. A company definitely needs strategic management, including at PT. Agrapana Wukir Panca.

The definition or definition of strategic management in the management science literature has a broad scope, and there is no definition that is considered standard. So that the definition of strategic management develops widely depending on one's understanding or interpretation (Hendri, 2022). Judging from the words, strategic management consists of two words namely "management" and "strategy". Management is an individual or several people who have the responsibility to analyze and make decisions by taking appropriate actions to achieve organizational goals by covering the functions of planning (*planning*), organizing (*organizing*), implementing (*actuating*), and controlling (*controlling*). While strategy is a decision and action in achieving company goals at the organizational level (Suryaningsih, 2022).

Meanwhile, according to Wright, Kroll, and (Pröllochs & Feuerriegel, 2020) explains strategic management is: "*define strategic management as the continuous process of determining the mission and goals of an organization within the context of its external environment and its internal strengths and weaknesses, formulating appropriate strategies, implementing those strategies, and exerting strategic control to ensure the organization's strategies are successful in attaining its goals*" which means "*strategic management as a continuous process of determining the organization's mission and goals in the*

context of the external and internal environment, strengths and weaknesses, formulating strategies that appropriate strategy, implement strategies, and exert strategic control to ensure the organization's strategy is successful in achieving its objectives". According to (Astuti et al., 2022) strategic management is a managerial implementation or action that determines the performance of a company. This includes strategy formulation, implementation, and evaluation of strategic management analysis. In addition to strategic management, business collaboration is also needed to improve marketing.

Collaboration, basically, is a process of collaborating with the parties to bring forth ideas and how to solve them to achieve the goals that have been set. In the development of the business world, collaboration has become a necessity that needs to be done on the grounds that collaboration will increase the growth of the business climate to build micro, small and medium enterprises, through empowerment to increase business capability income, and increase competitiveness (Daud et al., 2022).

In essence, the purpose of collaboration is to achieve a common goal by helping each other. In order to get maximum results in collaboration, collaborators or the parties involved need to pay attention to several components including culture, leadership, strategies to be used, the teams involved and the institutional structure (Tampaguma et al., 2020). So that in a company there must be business collaboration, this business collaboration is carried out to expand

market share.

There are three stages in managing strategies to build business collaboration, namely: formulating strategies in building business collaborations, implementing strategies in building business collaborations, and evaluating strategies in building business collaborations.

1. Strategy Formulation

In accordance with one of the missions of PT. Agrapana Wukir Panca is "having the strength of a multinational company with the agility of a developing company". Of course, to realize this mission, business collaboration is needed. The first thing that needs to be done is the company's internal strategy formulation first. Building a network with trust and good communication is the capital in conducting business collaboration.

2. Strategy Implementation

After the formulation, it is necessary to proceed to the implementation according to the formulated strategy. Strategy implementation in building collaboration needs to be done with several work partners who show good performance.

3. Strategy Evaluation

The final step that needs to be done in strategic management is to evaluate the implementation steps that have been carried out. Evaluation needs to be done to see whether the strategies carried out provide satisfaction and good cooperation. Strategy evaluation can also be carried out for the purpose of monitoring business strategies, photographing strengths and weaknesses in planning to

implementing strategies when building collaboration (Barata, 2021).

CONCLUSIONS

Today's companies are no longer too concerned with competition but more emphasis on collaboration. Business collaboration is the optimal choice in carrying out strategic management. PT Agrapana Wukir Panca is a company whose legalization status is still in the form of a Trade Unit so that more effort is needed in marketing, namely strategic management with business collaboration. The management strategy of PT Agrapana Wukir Panca is applied in building business collaboration through three stages. First, the formulation of an audit strategy based on the company's mission and objectives. Both strategy implementations are based on effective resource allocation. And third, evaluate the strategy by monitoring.

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