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ANALYSIS OF BUSINESS STRATEGY OF PT. Z USES QSPM AND IMPLEMENTATION OF MARKETING PROPOSALS WITH MARKETING MIX

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The growth of Indonesia's ICT industry has driven higher demand for reliable electrical infrastructure. However, PT Z, the exclusive distributor of Commscope cables, has faced a significant decline in performance, with a 73% drop in sales and a reduced market share of 0.06% by 2019. The company struggles with limited availability of high-*TKDN* products, a concentrated distribution in *Jabodetabek*, weak digital presence, and intense price competition. This study aims to formulate a strategy to enhance PT Z's competitiveness through a comprehensive analysis of its internal and external factors. A mixed-method case study approach was employed, with data collected through focus group discussions and structured questionnaires from internal management and key customers. Strategic frameworks like Porter's Five Forces, SWOT, IFE–EFE Matrix, and QSPM were applied, with marketing aspects examined through Importance-Performance Analysis, *STP*, and the 4P + 4C mix. The analysis places PT Z in the WO (weakness-opportunity) quadrant, recommending a Grow and Build strategy. Priority strategies include developing entry-level cables with *TKDN* ≥60%, expanding regional distribution hubs, and diversifying into medium- to high-voltage electrical projects. The study proposes repositioning PT Z's brand to "Reliable Power & Connectivity, Delivered Fast," and suggests implementing seven strategic programs aimed at increasing market share by 2.5% and generating annual revenue growth of 15%.

Keywords: Competitive Advantage, Marketing, Positioning, Electrical Industry, QSPM.

INTRODUCTION

The development *of Information Communication and Technology* (ICT) in Indonesia has shown significant progress over the past 5 years. Through various initiatives and investments in digital infrastructure and technology development programs, Indonesia has succeeded in increasing the accessibility and adoption of technology across the country (Alexander, 2019; Daryanto Setiawan, 2018; Giuffrida & Dittrich, 2015; Kamadi et al., 2022; Mahendra et al., 2022; Setiawan, 2018). This increase is reflected in the growth in the number of internet users, mobile device penetration, and adoption of digital services in various sectors, ranging from education and business to public services, this is reflected in the following figure:

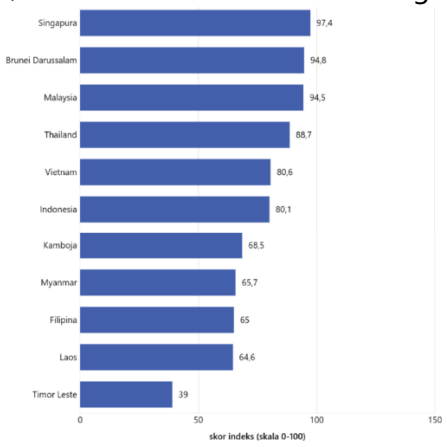

Figure 1. ICT Development Index Score in ASEAN in 2021
Source: Databoks (2024)

Based on the image above explaining the ASEAN ICT Development Index Score in 2021, Singapore leads with the highest score of 97.4, followed by Brunei Darussalam with a score of 94.8, and Malaysia with a score of 94.5. Thailand occupies the fourth position with a score of 88.7, while Vietnam is ranked fifth with a score of 80.6. Indonesia, obtained a fairly good score of 80.1 so that it is in sixth position among ASEAN countries. In the next position, Cambodia, Myanmar, and the Philippines have scores that are quite close, with 68.5, 65.7, and 65, respectively. Meanwhile, Laos and Timor Leste ranked at the bottom with scores of 64.6 and 39

With the development of technology, especially in the field of ICT in Indonesia, companies are faced with demands to continue to improve their performance. These improvements include the development of management systems, marketing strategies, production processes, and cost efficiency without sacrificing quality, and so on (Keshav et al., 2022; Nurbekova et al., 2020; Riinawati, 2022; Wuaten, 2023; Zhu, 2024). Therefore, in this topic, emphasis is placed on system improvement in the context of marketing strategies. By implementing the right strategy, companies can stay competitive in the market.

Talking about the wireless telecommunications industry cannot be separated from the provider, namely the electrical industry in Indonesia. The electrical industry in Indonesia is an important sector that includes the production, distribution, and marketing of various devices and systems related to the use of electricity (Bakar et al., 2023; Grajek et al., 2019; Henry et al., 2019; Nurysh et al., 2019; Rizal Ahmad Fauzi et al., 2022). This sector includes products such as household appliances, electronic devices, electrical components, and distribution and control infrastructure.

According to Nurdifa (2024), this industry is projected to experience moderate growth, with a target increase of between 5% and 10% in 2024. This growth is critical to support the development of wireless telecommunications infrastructure in Indonesia, as the electrical devices and systems produced and distributed by this industry are the backbone for the operation and development of reliable and efficient telecommunication networks.

Rabbi (2021) explained that this sector also faces various challenges such as the flood of imported products that can suppress local productivity and fluctuations in raw material prices due to global market instability. To address these challenges, the Government of Indonesia has implemented several policies to support this industry, such as increasing the use of the Domestic Component Level (TKDN) to an average of 40% by 2024. In addition, major projects such as the construction of 35,000 MW of electricity infrastructure and a 46,000 km transmission network are regulated by Presidential Regulation to accelerate the development of electricity infrastructure that

prioritizes local products.

One of the players in the electrical industry is PT. Z is one of the companies operating in the wireless telecommunications industry in Indonesia. Dating back to its founding in 2001, the company has deep roots in the industry, starting as a development of a large company that has focused on architectural aluminum contractors since the mid-90s. In 2002, PT. Z embarked on a partnership journey with a global company specializing in telecommunications infrastructure solutions. Through this partnership, PT Z began to provide international standard telecommunication equipment, raising service and quality standards in the Indonesian telecommunications industry.

Commscope is one of the cable product brands that has been known among telecommunications industry players. This brand has been firmly planted in the minds of consumers when faced with the decision of purchasing cables for telecommunications facilities. PT Z is the main distributor for Commscope brand cables in Indonesia. As a distributor, PT Z faces tough challenges from many competing brands such as Leoni, Belden, Metrodata, and Heng Xin. With so many competitors, it is necessary to analyze the factors that influence consumers on their purchase decisions. The following is PT Z's cable sales data over the last 4 years:

Table 1. PT Z Cable Sales Table (2016-2019)

Year	Sales Volume (Meters)	Value of Sales (IDR)
2016	295,000 Meters	15 Billion
2017	226,000 Meter	12 Billion
2018	210,000 Meter	10 Billion
2019	79,000 meters	6 billion

Source: PT Z Internal Data

From the data above, it can be seen that PT Z experienced a significant decrease in cable sales from 2016 to 2019. The number of cable sales decreased from 295,000 meters in 2016 to 79,000 meters in 2019. The sales value also decreased from IDR 15 billion in 2016 to IDR 6 billion in 2019. This condition poses several quite serious problems, namely the number of competitors and a significant decrease in sales. This condition threatens the existence of PT Z in the highly competitive electronics industry.

According to SWA (2019), the power cable market in Indonesia reached a value of IDR 10 trillion in 2019. With an average growth of 10% per year, the total market value for previous years has also increased. However, PT Z's *market share* experienced a significant decline from 2016 to 2019, as summarized in the following table:

Table 2. Market Share PT Z (2016-2019)

Year	Sale of PT Z (IDR)	Total Market Value (IDR)	Market Share (%)
2016	15,000,000,000	7,513,600,000,000	0.20
2017	12,000,000,000	8,264,000,000,000	0.15

2018	10,000,000,000	9,090,000,000,000	0.11
2019	6,000,000,000	10,000,000,000,000	0.06

Source: PT Z Internal Data

From the table, it can be seen that PT Z's market share has decreased significantly every year. This decline reflects the competitive challenges faced by PT Z in the Indonesian power cable market. To overcome this situation, PT Z needs a theory that can evaluate and direct its business strategy more effectively. This evaluation aims to strengthen the company's competitive advantage, which will ultimately support its marketing efforts and maintain PT Z's position in the market. By strengthening *competitive advantage*, companies can better face competition, attract more customers, and increase their sales even in the midst of fierce competition. This effort is expected not only to maintain PT Z's presence in the electronics industry, but also help the company to grow and achieve long-term success.

In PT Z's *marketing* strategy, it is important for companies to identify *competitive advantages* so that *their positioning* is appropriately in accordance with *their values*, based on Farida & Setiawan (2022). *Competitive advantage* is what distinguishes a company from its competitors, providing an advantage for the company in the market. In the midst of such fierce business competition, especially in the electrical industry, this is very important for the company's success. *This competitive advantage* is rooted in the strategic decisions made by the company, by utilizing internal resources and understanding the dynamics of external industries to stay ahead. This *competitive advantage* can take many forms, such as being the lowest cost manufacturer, offering a unique product or service, or focusing on a specific market segment.

This research aims to analyze and evaluate the business strategies that have been implemented by PT. Z in the electrical industry market in Indonesia. The formulation of the problem proposed is how the business strategy that has been implemented by PT. Z in the market and how to propose business strategies that can be applied to increase their competitiveness. The purpose of this research is to develop effective business strategy proposals for PT. Z in order to be able to compete better in the electrical industry market in Indonesia.

The benefit of this research is to help assess the effectiveness of PT. Z and provide solutions to achieve the company's business goals. In addition, this study provides proposals for improving the right business and marketing strategies in accordance with the resources and competitive advantages of PT. Z. The limitations of the study include observations and interviews conducted at the office of PT. Z in Jakarta, with interviews with management and owners, as well as online questionnaires to customers or companies who have purchased PT. Z. This research is expected to make a theoretical contribution by adding to the academic literature on business and marketing strategies in the electrical industry, as well as providing practical insights for

PT. Z and similar companies to increase their competitiveness.

METHOD

The research employed a systematic approach to assess the business and marketing strategies for PT Z in the electrical industry. Initially, it addressed the decline in sales by proposing strategic solutions. The Grand Strategy Matrix (GSM) and Internal-External (IE) Matrix helped outline strategic alternatives, which were further refined through the SWOT Matrix and Quantitative Strategic Planning Matrix (QSPM). These strategies aimed to enhance PT Z's market share and competitiveness. The research methodology was a mix of quantitative and qualitative approaches, including case studies, interviews, and Focus Group Discussions (FGD). Data was collected from key respondents within PT Z, as well as customers, using surveys and structured interviews. Based on the findings, the study provided strategic recommendations for PT Z to enhance its competitiveness and adapted effectively to market challenges. This research laid a foundation for improving PT Z's business and marketing strategies in the rapidly evolving electrical industry.

RESULTS AND DISCUSSION

Business Strategy

Porter Five Forces Analysis

To obtain objective and comprehensive analysis of competitive forces in the industry, data collection was carried out through the identification of the main factors influencing each element in the Five Forces model. The data collection process involved three key internal respondents of the company who understood operations and strategies, namely the Board of Director (Ali Sogiarto), Sales Manager (Mrs. Febby), and Marketing Manager (Mr. Ridwan). These three respondents were asked to independently assess each factor using the influence scale (Strong, Moderate, Weak) according to their respective perspectives and experiences in the company. After all assessments were collected, recapitulation and analysis were carried out to determine the dominant tendencies or strengths of each factor by identifying the most values or perceptions that emerged most often from the three respondents. The results of this merger are then used as a basis for determining the level of competitive strength for each category of Five Forces so as to produce conclusions that reflect the company's internal views in a more objective and structured manner, the results of which are reflected in the following table.

Table 3. Five Forces PT Z

Competitive Force	Factor	Respondent Rating
Buyer Bargaining Power	Switching costs incurred by buyers	Strong

	Number of buyers	Strong
	Buyer information about products and prices	Strong
	Diversity of product options	Strong
Substitute Products	Substitutions are available at a lower price	Moderate
	Each substitution has better quality and performance	Moderate
	Switching costs for alternative products	Strong
Supplier Bargaining Power	Attractive raw material substitution	Weak
	Concentration of suppliers in the industry	Moderate
	Most of the input costs come from the product	Moderate
Potential New Entrants	Tuntutan economies of scale	Moderate
	Brand preferences	Moderate
	High capital requirements	Strong
	Restrictive policies from government regulations	Strong
Rivalry among Competing Sellers	Number of companies in the industry	Strong
	Competitors have similar capabilities	Strong
	Product innovation strategy	Moderate

1. SWOT Identification of PT Z

In the process of identifying SWOT factors, the approach used is through the Focus Group Discussion (FGD) method involving three key people who have strategic roles in PT Z, namely Ali Sogiarto as the Board of Director, Mrs. Febby as Sales Manager, and Mr. Ridwan as Marketing Manager. These three speakers were specifically chosen because they were considered to have the best understanding of the company's internal and external conditions comprehensively, both from managerial, marketing, and market control perspectives. During the discussion, the respondents were given structured questions that aimed to explore in depth various aspects, ranging from Strength (the main strength of the company that becomes a competitive advantage), Weakness (internal weakness or limitations that need to be addressed), to Opportunities and Threats (external opportunities and threats faced by the company in the midst of the dynamics of the electrical industry).

2. Determination of IFE EFE Weights and Scores

In the process of compiling the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, data was collected through a structured assessment method involving three strategic key persons at PT Z, namely Ali Sogiarto (Board of Director), Mrs. Febby (Sales Manager), and Mr. Ridwan (Marketing Manager). Each respondent was asked to provide an assessment of all previously identified SWOT factors based on two main aspects, namely the level of significance (importance) and score (the company's performance against these factors). The level of significance is measured on a scale of 1 to

5, to show how much the factor influences the success or failure of the company. Meanwhile, scores are also given on the same scale to reflect how well PT Z runs or manages the factor in real practice. Furthermore, the average value of the significance level of the three respondents was calculated for each factor and used as the basis for determining weight, where the total weight of all factors in each category (*Strength, Weakness, Opportunity, Threat*) was adjusted to 1. After that, the average score is also calculated and multiplied by the weight of each factor to produce *a Weighted Average Score* (WACC). The final results of the WACC illustrate the relative contribution of each factor to PT Z's strategic position, both in the context of internal strengths and weaknesses (IFE), as well as external opportunities and threats (EFE). Through a structured approach and the participation of key decision-makers, the IFE and EFE assessments are objectively and weighted as the basis for the company's strategic decision-making going forward, here are the results.

3. Identification of *Critical Success Factor*

The preparation *of the Competitive Profile Matrix* (CPM) is carried out by first identifying *the Critical Success Factors (CSF)* that are considered the most decisive for competitiveness in the industry, such as Product Quality, Competitive Price, TKDN Fulfillment, and others, based on interviews with three key people. Each of these factors was then assessed as importance weight from 1 to 10 by the three respondents (Ali Sogiarto, Mrs. Febby, and Mr. Ridwan) and calculated on average to determine the weight (on a scale of 0-1). Weight reflects how much of a role those factors play in the success of the industry. Furthermore, for each company (PT Z, PT X, and PT Y), the respondents gave an actual performance rating from 1 to 5 for each factor. This rating shows how well each company is meeting these factors. To get the final score (*Weighted Score*), the company's rating is multiplied by the CSF weight. Finally, by adding up the entire weighted score of each company, a total score is obtained that shows their competitive position.

4. Grand Strategy Matrix

The preparation of the Grand Strategy Matrix is carried out through several systematic stages, starting from the processing of Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) data. For the horizontal axis (X) that represents the company's competitive position, the first step is to sum the total value of the Strength and Weakness factor scores from the IFE matrix. Furthermore, a subtraction is made between total Strength and total Weakness to get a net internal strength score. If the result of the reduction is positive, the company is considered to have a strong competitive position, and if it is negative then it is competitively weak. Meanwhile, the vertical axis (Y) that indicates the industry's growth potential, is calculated based on the total Opportunities and Threats score from the EFE matrix. A higher EFE total score indicates an industry with high growth potential, while a lower score indicates less potential growth. Once the X and Y scores are obtained, the company's coordinate points are plotted into a four-quadrant matrix of the Grand Strategy Matrix. This quadrant then becomes the basis for formulating the direction of the company's strategy, whether it is to strengthen a competitive position, maintain an advantage, improve internal performance, or diversify. In this way, the Grand

Strategy Matrix provides visual and strategic guidance regarding the company's business position and future development direction.

The calculation of PT Z's position in the *Grand Strategy Matrix* begins by calculating two main components, namely the X axis (internal competitive position) and the Y axis (external growth/industrial potential). To determine the value on the X axis, a subtraction is made between the total Strength score and the total Weakness score based on the IFE results. PT Z recorded a total Strength score of 4.398 and a total Weakness score of 4.724, so the difference was X = 4.398 - 4.724 = -0.326. This negative value shows that PT Z's internal competitive position is still relatively weak. Next, to calculate the position on the Y axis, the total Opportunities and Threats scores obtained from EFE are summed. The total score of Opportunities was recorded at 3.728, while the total score of Threats was 3.010, so that the value of Y = 3.728 - 3.010 = 0.718 was obtained, then *the grand strategy matrix* of PT Z.

5. IE Matrix

To determine the position of PT Z in the IE Matrix (Internal-External Matrix), the first step is to calculate the average value of the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) scores. The IFE score is obtained from the average Strength and Weakness score, which is (4,398 + 4,724) ÷ 2 = 4,561. Meanwhile, the EFE score is calculated from the average Opportunities and Threats score, which is (3.728 + 3.010) ÷ 2 = 3.369. An IFE score of 4.561 indicates that PT Z has a strong internal position, while an EFE score of 3.369 indicates that the company operates in a market with moderate to high external opportunities. In the IE Matrix, the IFE and EFE scores are mapped into the coordinates of the 9 matrix cells, where the horizontal axis represents the EFE score (1.0–5.0) and the vertical axis represents the IFE score (1.0–5.0).

6. TOWS Matrix

After quantitative analysis of internal factors (IFE) and external factors (EFE), the next step in formulating a relevant business strategy for PT Z is to use the TOWS Matrix approach. This matrix is a development of a SWOT analysis that combines the four strategic elements *of Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T)* into a more applicable and targeted combination of strategies. The TOWS Matrix allows companies to devise and map various alternative strategies based on the interaction between internal forces and external opportunities (SO strategy), strengths and threats (ST strategy), weaknesses with opportunities (WO strategy), and weaknesses with threats (WT strategy). This approach provides a more systematic strategic guide for PT Z to face dynamic and competitive market conditions, as well as optimize its competitive advantage. Thus, the TOWS Matrix is an important tool in identifying the most relevant strategic focus to encourage the growth and sustainability of PT Z's business in the national electrical sector, so the results of strategy mapping based on the TOWS Matrix are shown in the following table.

Table 4. TOWS Matrix PT Z

SWOT	Opportunities	Threats

Components		
Strengths	**SO Strategy**	**ST Strategy**
	1. Bundling of "*Power-Telco*" *products* for 35 GW, 5G, and IKN/KITB RUPTL projects. 2. Fast track green product innovation and industry 4.0 through access to Commscope R&D. 3. Optimization of relationship capital to enter the early stages of *backbone* and smart factory projects. 4. Offering a *one-stop solution* with a long warranty	1. Offering added value to tenders (*low total cost of ownership)* to face price competition. 2. Rapid product customization through R&D access in anticipation of technological changes to full fibre. 3. Increase brand trust with the publication of quality case studies and low RMAs. 4. Develop a flexible pricing framework to deal with fluctuations in metal prices and exchange rates.
Weaknesses	**WO Strategy**	**WT Strategy**
	1. Diversification of products into the electricity sector to reduce dependence on the mobile segment. 2. Development *of value/entry-level* products through *local assembly* and TKDN fulfillment. 3. Increased digital visibility with SEO strategy and industry 4.0 content. 4. Expansion of distribution by opening regional hubs outside Java.	1. Implementation of *hedging policies* to deal with exchange rate and commodity price risks. 2. Collaborate with local logistics partners *(joint warehouse alliances*) to speed up shipments. 3. *Dual brand strategy* to deal with dumping and price competition of cheap products. 4. Preparation of a *technology roadmap* for the migration of coaxial products to full fibre and PoE-ready.

Based on the table above, the SO (Strengths–Opportunities) Strategy seeks to maximize the company's internal strengths to take advantage of external opportunities. With the strength of strategic relationships and access to research and development (R&D) from global partners such as Commscope, the company can develop "Power-Telco" product bundling for large-scale national projects such as the 35 GW RUPTL, 5G network, as well as strategic projects of the IKN and the Batang Integrated Industrial Estate (KITB). Green product innovation and industrial 4.0 technology can be accelerated through such R&D collaboration. Extensive relationships also allow the company to enter the backbone infrastructure and smart factory projects early. Furthermore, the company can offer an

integrated solution with competitive after-sales service and warranty, thereby increasing the value proposition in each tender.

The ST (*Strengths–Threats*) strategy focuses on utilizing internal strength to deal with external threats. In the face of price competition pressures and rapid technological change, companies responded with value-added offerings in the form of low total cost of ownership (TCO) and product customization flexibility, thanks to direct access to R&D facilities. This strategy is strengthened by a price framework that is adaptive to fluctuations in exchange rates and the price of metal raw materials.

The WO (*Weaknesses–Opportunities*) strategy aims to overcome internal weaknesses by seizing available opportunities. Dependence on the mobile market can be reduced by diversifying into the electricity sector, including the development of products with high domestic component levels (TKDN) through local assembly. Strengthening digital presence through industry 4.0-themed SEO content can increase brand visibility. To expand market reach, the company can open regional distribution hubs outside Java, which has been a concentration point for logistics and customers.

Finally, the WT (Weaknesses–Threats) strategy is aimed at minimizing weaknesses while avoiding threats. Companies can reduce the risk of exchange rate volatility and commodity prices through hedging policies. To overcome logistics challenges and accelerate distribution, collaboration with local logistics partners in the form of joint warehouse alliances can be done. Dual brand strategy is also a solution to avoid pressure from dumping practices and cheap products entering the market. As an anticipatory step towards technological evolution, companies also need to develop a transition roadmap from coaxial technology to full fibre and power over ethernet (PoE)-ready products.

After formulating various alternative strategies through TOWS analysis, the next crucial step is to evaluate which among the four strategy categories (SO, ST, WO, WT) is most appropriate and effective in the real context of the company. The SWOT Matrix in the form of a visual quadrant allows us to assess the strategic position of PT Z quantitatively and qualitatively. By mapping the combined strength-weakness score (horizontal axis) and opportunities (vertical axis), we can see the dominant tendency of the direction of the strategy to take. The goal is to focus the company's resources on the strategy that best delivers optimal results and is aligned with the company's current conditions.

7. QSPM

Based on the values obtained, PT Z is included in Quadrant 1 (*Grow & Build*) with EFE position above 3.0 and IFE is also above 4.0. This is shown in the IE Matrix image where the company's position is marked with an orange dot on the rightmost column (representing a high EFE) and the top row (representing a very strong IFE). Visually, this point illustrates that PT Z has a dominant internal strength and considerable market opportunities, so the recommended strategy is aggressive growth and business development (*Grow and Build Strategy*). In this context, PT Z is advised to carry out strategies such as wider market penetration, new product development, expanding distribution, strengthening brand awareness, and encouraging strategic collaborations that increase market share and strengthen its position in the growing electrical industry

Table 5. QSPM Results

Code	Factor	WO 1		WO 2		WHERE 3		WO4	
		AS	BAG	AS	BAG	AS	BAG	AS	BAG
S1	Authorized & sole distributor for Commscope cables in Indonesia	3.00	2.73	3.00	2.73	1.33	1.21	2.67	2.43
S2	More than 23 years of experience in the telecommunications & electrical sector; established B2B client network (mobile operators, integrators, EPC contractors)	4.00	3.64	3.67	3.34	2.33	2.12	4.00	3.64
S3	Complete product portfolio (coaxial, hybrid fibre-power, waveguide, antenna) compatible with 4G-5G projects & national backbone	3.33	3.03	3.33	3.03	3.00	2.73	3.67	3.34
S4	Experienced management team with synergy between the Board of Director (strategic vision), Sales and Marketing Manager	4.33	3.94	3.00	2.73	4.00	3.64	4.33	3.94
S5	Strong after-sales & technical-support (installation certification, training, warranty)	3.67	3.34	2.67	2.43	3.33	3.03	4.00	3.64
S6	Access to Commscope's knowledge & R&D resources for new product innovation	4.33	3.94	3.00	2.73	1.33	1.21	3.00	2.73
W1	Sales dropped drastically (-73% volume & -60% 2016-2019 value)	4.67	4.25	2.33	2.12	1.00	0.91	3.00	2.73
W2	The market share is very small compared to the total cable market of Rp 10 T	3.00	2.73	5.00	4.55	2.00	1.82	4.33	3.94
W3	High dependence on a single brand & imported components	2.33	2.12	4.33	3.94	1.00	0.91	3.33	3.03
W4	No value/entry-level line	1.67	1.52	4.67	4.25	1.00	0.91	3.33	3.03

	yet								
W5	PT Z's digital marketing and brand awareness activities are relatively weak	1.00	0.91	1.67	1.52	4.67	4.25	2.33	2.12
W6	The distribution channel is still centralized in Greater Jakarta for limited coverage of growing industrial areas (Central Java, Sulawesi, Kalimantan)	2.33	2.12	3.00	2.73	1.00	0.91	4.67	4.25
O1	Growth of the electrical industry 5-10%/year & national strategic projects (35 GW of electricity, 46,000 km of transmission, expansion of data-centers) so that the need for cables & antennas increases	4.67	4.25	3.33	3.03	2.00	1.82	4.33	3.94
O2	Indonesia's ICT Development Index score (80.1) and operators' 5G expansion opens up the network upgrade market	4.00	3.64	4.00	3.64	4.00	3.64	3.00	2.73
O3	TKDN regulation encourages local partnerships/assemblies	3.33	3.03	5.00	4.55	2.00	1.82	3.33	3.03
O4	The trend of enterprise digital transformation (smart factory, IoT, data-center edge) requires high-performance cabling solutions	3.00	2.73	4.00	3.64	5.00	4.55	4.00	3.64
O5	Government initiative on green energy & smart grid demands cables with safety and low-loss standards	3.67	3.34	3.67	3.34	4.00	3.64	4.00	3.64
O6	Surge in the development of new industrial estates (KITB, IKN) that require complete telecommunication infrastructure	4.67	4.25	3.67	3.34	2.00	1.82	4.67	4.25

T1	Price competition from Leoni, Belden, Metrodata, Heng Xin brands + China/Taiwanese brands with high TKDN	2.67	2.43	4.33	3.94	1.33	1.21	3.00	2.73
T2	Flood of cheap imported products & dumping	1.67	1.52	3.00	2.73	1.00	0.91	2.33	2.12
T3	Global copper & aluminium price fluctuations increase cost of cost	2.33	2.12	4.33	3.94	1.00	0.91	3.00	2.73
T4	Volatility of the rupiah against the USD (imports)	2.33	2.12	4.33	3.94	1.00	0.91	3.00	2.73
T5	Technological changes (point-to-point, microwave to fibre wireless substitution) may reduce the demand for certain cables	3.00	2.73	2.67	2.43	1.00	0.91	3.33	3.03
T6	Fiscal policy uncertainty/delays in infrastructure projects lead to lumpy demand and long payment lead-times	2.00	1.82	2.33	2.12	1.00	0.91	2.67	2.43
	TOTAL		**68,23**		**76,72**		**46,69**		**75,81**

Based on the results of the *Quantitative Strategic Planning Matrix* (QSPM) analysis, the WO 2 strategy ranks highest with a Total Attractiveness Score (TAS) value of 76.72, so it is set as a top priority strategy for PT Z. This strategy focuses on the development of value/entry-level products through local assembly and fulfillment of the Domestic Component Level (TKDN). This strategy is considered the most effective in answering the company's internal challenges which still have product limitations in the affordable price segment and high dependence on imported components. On the other hand, this strategy utilizes government policy incentives related to TKDN and market demand trends for products that are competitive in price but still meet quality standards. The success of this strategy will not only expand the customer base, but also improve production cost efficiency and strengthen the company's competitive position in the domestic market.

Furthermore, WO 4 ranks second with a TAS of 75.81, focusing on expanding distribution through the opening of regional hubs outside Java. This strategy is particularly important in the context of the growth of industrial estates outside traditional economic centers, such as Kalimantan, Sulawesi, and Central Java. By expanding its distribution network to these strategic areas, PT Z can accelerate delivery times, lower logistics costs, and improve customer service geographically. In addition, this expansion allows the company to capture potential demand in the infrastructure and energy sectors that are

growing outside of Greater Jakarta.

In third place is WO 1, with a TAS of 68.23, which is a strategy to diversify products into the electricity sector to reduce dependence on the cellular segment. This strategy is very important in the medium and long term, as it provides direction for market diversification and lowers the risk of dependence on one main source of income. The growing electricity sector, especially with the RUPTL project and national electrification—is a new potential market. However, the technical complexity and the need for product adaptation make its implementation require time and careful planning.

Finally, WO 3 with the lowest TAS value of 46.69, is a strategy to increase digital visibility through SEO and industry 4.0 content. Although it has an important role in strengthening PT Z's image and communication reach in the digital era, its impact on improving the company's core weaknesses is not as big as other strategies. Nevertheless, WO 3 remains a complementary strategy that supports the effectiveness of other strategies, especially in increasing awareness of entry-level products and building a stronger brand reputation in the technology and manufacturing sectors.

Thus, the implementation of the WO strategy should be carried out in stages based on the order of effectiveness, starting from WO 2 as the foundation of product renewal and cost efficiency, followed by WO 4 to expand the distribution network, then WO 1 for new market expansion, and finally WO 3 as a digital communication reinforcement. This priority approach will strengthen PT Z's overall and sustainable competitiveness in facing the dynamics of the cable and telecommunications industry in Indonesia.

Marketing Strategy Analysis

1. Results of the IPA Matrix

Based on the values obtained, PT Z is included in Quadrant 1 (*Grow & Build*) with EFE position above 3.0 and IFE is also above 4.0. This is shown in the IE Matrix image where the company's position is marked with an orange dot on the rightmost column (representing a high EFE) and the top row (representing a very strong IFE). Visually, this point illustrates that PT Z has a dominant internal strength and considerable market opportunities, so the recommended strategy is aggressive growth and business development (*Grow and Build Strategy*). In this context, PT Z is advised to carry out strategies such as wider market penetration, new product development, expanding distribution, strengthening brand awareness, and encouraging strategic collaborations that increase market share and strengthen its position in the ever-growing electrical industry.

2. STP Analysis

Based on the values obtained, PT Z is included in Quadrant 1 (*Grow & Build*) with EFE position above 3.0 and IFE is also above 4.0. This is shown in the IE Matrix image where the company's position is marked with an orange dot on the rightmost column (representing a high EFE) and the top row (representing a very strong IFE). Visually, this point illustrates that PT Z has a dominant internal strength and considerable market opportunities, so the recommended strategy is aggressive growth and business development (*Grow and Build Strategy*). In this context, PT Z is advised to carry out strategies such as wider market penetration, new product development, expanding

distribution, strengthening brand awareness, and encouraging strategic collaborations that increase market share and strengthen its position in the ever-growing electrical industry.

3. Recommended Strategy

Based on the analysis that has been carried out, it can be recommended that PT Z design seven main implementation strategies to strengthen competitiveness and expand market share in the electrical cable and telecommunications sectors. The strategy is designed not only to address internal weaknesses (based on SWOT analysis and the IPA Matrix), but also to capitalize on emerging external opportunities through national strategic projects such as RUPTL 35 GW, IKN, and 5G expansion. The TKDN Value-Line Product Strategy (WO 2) is scheduled as a short- to medium-term initiative, starting from August 2025. The focus is on designing and developing an entry-level cable with ≥ 60% local content (TKDN) targeted to meet the tender requests of government projects and ME contractors. The R&D, Product, and Marketing teams began pilot assembly at the local plant in the final quarter of 2025, followed by a four-month type test and SNI certification. After that, in March-May 2026, the "TKDN + Affordable Prices" campaign was launched as well as the penetration of e-catalog tenders and IKN projects.

Meanwhile, the Regional Distribution Acceleration strategy (WO 4) was launched in parallel in the same period by opening logistics hubs in Semarang and Balikpapan. The implementation of a 72-hour ≤delivery SLA and dashboard tracking for B2B clients is scheduled to be completed in the first quarter of 2026. This effort aims to accelerate shipments outside Java and answer the gap in science in terms of delivery. The monthly evaluation of logistics and limited SKU usage will last until December 2026. The Technical Response Strengthening Strategy, which responds to the highest gaps in the IPA Matrix (Technician Response 4.03 – 3.34), will be implemented starting December 2025. A technical team per hub will be formed with a 24/7 standby system and a 24-hour on-site ≤ SLA or ≤ 12-hour spare-part delivery. The publication of monthly SLAs to clients such as PLN and Telkomsel is scheduled from April 2026 to increase transparency and client trust.

For the medium-term strategy, PT Z runs Electricity Diversification (WO 1) to reduce dependence on the mobile market. Starting in January 2026, PT Z is launching turnkey MV–HV cables through Commscope technology licensing, collaborating with local EPCs to provide a complete package of cables, terminations, and commissioning tests. The 150 kV substation trial project is scheduled to take place in Q2 2026 in West Java. The Digital Acceleration & Brand Awareness Strategy (WO 3) begins in early 2026, with the production of technical white papers and cable installation videos for smart grid and 5G projects. LinkedIn's SEO and content campaigns run continuously until the end of the year, plus quarterly webinars with associations such as APJII and INTI to build brand credibility among engineering professionals.

The Strategic *Value-Based Positioning strategy* is the umbrella of long-term marketing communication. The emphasis on the tagline "*Reliable Power & Connectivity, Delivered Fast*" is reinforced by branding narratives such as MTBF's ≥ 20-year product reliability, 24-≤hour technician SLAs, and digital integration through BIM and plug-and-play custom labels. This activity is scheduled to be active throughout 2026 to strengthen the market perception of PT Z's excellence. Finally, the strategy of Strategic Project

Promotion & Collaborative Campaign is carried out aggressively throughout 2026. The project team will actively participate in the IKN, RUPTL, and KITB forums, establish co-branding collaborations with large contractors and publish case studies of successful projects. This strategy aims to expand PT Z's exposure as the main partner of national-scale infrastructure projects.

Through this implementation roadmap, PT Z shows its commitment to building sustainable competitiveness simultaneously at the product level, distribution, technical response, market penetration, and strategic communication. This combination *of Quick Win* and medium-term strengthening strategies is in line with PT Z's position in the IE Matrix (Grow & Build) and Grand Strategy Matrix (Quadrant II – Weak Internal, High Market Growth), which demands an aggressive and focused transformation.

CONCLUSION

PT Z's current business strategy in the Indonesian electrical industry was reactive and lacked full integration, relying on traditional strengths such as exclusive distribution of *Commscope* cables and a broad technical product portfolio. The company faced challenges including limited distribution, low digital visibility, and a shortage of high-*TKDN* value-line products. Its focus on mobile market segmentation and tender-based projects was hindered by a lack of national operational standardization and underutilization of R&D for innovation and market penetration. The proposed strategy, based on SWOT, QSPM, and strategic matrices, advocated a WO approach emphasizing development of high-*TKDN* cables, regional distribution expansion beyond Java, and diversification into the medium-high voltage sector to reduce market dependency and enhance stability. Improving digital branding and customer engagement through technical content and industry forum participation was also recommended. Future research should explore the effectiveness of these strategic implementations and investigate additional innovation opportunities to further strengthen PT Z's market position and adaptability in the evolving electrical industry.

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