

HOW CAN SWOT ANALYSIS ENHANCE THE COMPETITIVE STRATEGY OF PT. BOGATAMA YES IN THE INDONESIAN SNACK FOOD INDUSTRY?

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Abstract

PT. Bogatama Yes is a leading snack food company based in Bandung, specializing in traditional Indonesian dry snacks such as batagor kering, siomay kering, seblak kering, and cuanki kering. Facing intense competition in both local and national markets, the company conducts an annual strategic evaluation to assess its market position and business performance. In its most recent evaluation, PT. Bogatama Yes selected SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) as the primary tool to facilitate discussions among management and drive strategic decision-making. This study explores the implementation of SWOT Analysis as a framework for identifying key internal and external factors affecting the company. Findings suggest that leveraging strengths and opportunities while addressing weaknesses and mitigating threats can significantly enhance PT. Bogatama Yes's market competitiveness. Strategic recommendations include product innovation, market expansion, and operational efficiency improvements.

Keywords: SWOT Analysis, Competitive Strategy, Snack Food Industry, PT. Bogatama Yes, Strategic Evaluation

Introduction

The snack food industry in Indonesia has experienced substantial growth, driven by increasing consumer demand for practical and high-quality local snacks (Napitupulu & Siregar, 2022). Bandung, known as the center of culinary innovation, serves as a strategic hub for snack food manufacturers (Putri & Wibowo, 2021). PT. Bogatama Yes, a prominent player in this sector, produces a variety of traditional dry snacks such as batagor kering, siomay kering, seblak kering, and cuanki kering, which have become staples among Bandung residents (Handayani *et al.*, 2023).

To maintain competitiveness and adapt to market dynamics, PT. Bogatama Yes conducts an annual strategic evaluation to assess its business performance and market position (Sutrisno & Wijaya, 2022). In its latest evaluation, the company adopted SWOT Analysis as the primary tool for strategic assessment. SWOT Analysis is recognized as an effective method for systematically identifying a company's internal strengths and weaknesses, as well as external opportunities and threats (Gürel & Tat, 2017). This approach serves as a platform for collective discussion among management, enabling the alignment of business strategies with market realities (David & David, 2016).

The decision to implement SWOT Analysis was motivated by its ability to facilitate comprehensive strategic planning and encourage participative decision-making at all levels of management (Wheelen *et al.*, 2018). Through structured discussions, management at PT. Bogatama Yes aims to leverage its strengths and market opportunities while addressing internal vulnerabilities and external challenges (Porter, 2008). The ultimate goal is to formulate actionable strategies that enhance the company's resilience and expand its market share in Indonesia's competitive snack food industry (Thompson *et al.*, 2020).



Figure 1

Selection of PT. Bogatama Yes Products Displayed on E-commerce Platforms (September 2024)

This paper explores the practical application of SWOT Analysis at PT. Bogatama Yes, focusing on its role in strategic evaluation and decision-making. Furthermore, it aims to provide strategic recommendations that are grounded in the analysis findings.

Methods

The methodology applied in this study is aimed at understanding the strategic positioning of PT. Bogatama Yes through the use of SWOT Analysis, with a focus on collaborative decision-making within the organization. According to *Creswell and Creswell (2017)*, qualitative research is appropriate for exploring strategic planning and organizational dynamics, particularly when internal and external evaluations are involved. This study utilizes a qualitative descriptive approach to examine how collaborative management strategies influence business sustainability and market competitiveness (*Yin, 2018*).

Research Design

This research employs a case study design to deeply explore the strategic planning process at PT. Bogatama Yes (*Stake, 1995*). Case studies are effective for analyzing complex organizational processes, especially when collaboration among management is a focal point (*Eisenhardt, 1989*). In the context of PT. Bogatama Yes, strategic decision-making is achieved through inclusive discussions across all management levels, ensuring alignment and mutual understanding of strategic goals (*Senge, 2006*). SWOT Analysis is utilized as the primary tool for structuring these discussions and identifying key business factors (*Gürel & Tat, 2017*).

Data Collection Techniques

Data collection is conducted using both primary and secondary sources to obtain a comprehensive view of strategic planning at PT. Bogatama Yes:

- **Primary Data:** Semi-structured interviews were carried out with key members of the management team to understand how collaborative strategies are formulated and executed (*Bryman & Bell, 2015*). These interviews focused on strategic alignment, organizational strengths, and external challenges (*Merriam & Tisdell, 2016*).
- **Secondary Data:** Company reports, strategic planning documents, and relevant literature were analyzed to triangulate findings (*Patton, 2015*). Studies on collaborative decision-making in food companies were also reviewed to contextualize PT. Bogatama Yes's approach (*Wu & Chen, 2019*; *Prasad & Rajan, 2018*).

SWOT Analysis Framework

The SWOT Analysis framework serves as a strategic tool for evaluating internal capabilities and external market conditions (*Gürel & Tat, 2017*). It provides a structured method for management to collaboratively assess four critical areas:

1. **Strengths:** Identifying internal factors that provide competitive advantages, such as product quality and local brand recognition (*Barney, 1991*).
2. **Weaknesses:** Analyzing internal limitations that may hinder performance, including production inefficiencies and limited distribution networks (*Wheelen et al., 2018*).
3. **Opportunities:** Evaluating external market trends and consumer demands that can be leveraged for growth (*David & David, 2016*).
4. **Threats:** Recognizing external risks such as market competition and regulatory changes (*Porter, 2008*).

The implementation of SWOT Analysis at PT. Bogatama Yes is structured around collaborative management discussions that involve contributions from all decision-making levels (*Senge, 2006*). This participatory approach not only enhances strategic alignment but also fosters collective commitment to organizational goals (*Mintzberg et al., 2009*).

Data Analysis Techniques

Data analysis was conducted using thematic analysis to identify key themes related to strengths, weaknesses, opportunities, and threats (*Braun & Clarke, 2006*). The coding process followed the guidelines of *Miles et al (2014)*, allowing for a systematic categorization of strategic factors. Collaborative themes were specifically highlighted to understand the impact of joint decision-making on strategic outcomes (*Schein, 2010*).

Validation and Reliability

To ensure the validity and reliability of the findings, the study employed triangulation by comparing data from interviews, company reports, and industry analyses (*Patton, 2015*). Additionally, member checking was performed with PT. Bogatama Yes's management to confirm the accuracy of interpreted findings (*Lincoln & Guba, 1985*). The adherence to established qualitative protocols supports the credibility and dependability of the results (*Creswell & Creswell, 2017*).

Relevant Literature on Food Companies and Collaborative Management

The application of collaborative decision-making in food companies has been widely studied:

- *Wu and Chen (2019)* found that Taiwanese food companies that incorporated cross-functional collaboration in strategic planning saw improvements in market responsiveness and innovation.
- *Prasad and Rajan (2018)* highlighted that collaborative strategies in Southeast Asian food SMEs contributed to better resource utilization and market adaptability.
- *Jin and Kim (2020)* explored Korean food export companies, emphasizing that management alignment through joint decision-making significantly improved strategic execution.
- *Sari and Nugroho (2021)* demonstrated how local food producers in Indonesia leveraged collective management discussions to optimize production processes and expand market presence.

In the strategic management literature, collaboration within organizational structures is seen as a critical factor for aligning strategic goals and enhancing competitive advantages (*Mintzberg et al., 2009; Senge, 2006*). Collaborative decision-making not only accelerates problem-solving but also fosters organizational learning and innovation (*Nonaka & Takeuchi, 1995*).

Results and Discussion

The results of the SWOT Analysis for PT. Bogatama Yes reflect a deep examination of internal capabilities and external challenges, enriched with qualitative insights from key managerial stakeholders—Manager A (Operations Manager), Manager B (Marketing Manager), and Manager C (Finance Manager). Their collective perspectives provide a practical understanding of how the company navigates its strategic positioning in the highly competitive Indonesian snack food market. Collaborative decision-making among these managerial levels is a cornerstone of PT. Bogatama Yes's strategic planning (*Senge, 2006; Mintzberg et al., 2009*).

Table 1 SWOT Summary Table

SWOT Elements	Description	Managerial Insights	Citations
Strengths (S)	Authentic local products with strong brand recognition, effective distribution channels, collaborative culture, and stringent quality control.	Manager A: Strong local brand; Manager B: Cultural identity; Manager C: Clear alignment.	(<i>Handayani et al., 2023; Senge, 2006; Wu & Chen, 2019</i>)
Weaknesses (W)	Limited technological adoption, constrained market expansion, traditional marketing approaches, and high dependency on local suppliers.	Manager A: Manual processes; Manager B: Minimal digital marketing; Manager C: Vulnerable to price volatility.	(<i>David & David, 2016; Kotler & Keller, 2016; Prasad & Rajan, 2018</i>)
Opportunities (O)	Growing demand for traditional snacks, expansion of e-commerce, export market potential, and health-conscious innovations.	Manager A: E-commerce platforms; Manager B: Healthier products; Manager C: Export readiness.	(<i>Wu & Chen, 2019; Kotler & Keller, 2016; Jin & Kim, 2020</i>)
Threats (T)	Intense market competition, price sensitivity, regulatory compliance, and raw material price fluctuations.	Manager A: Competitive differentiation; Manager B: Regulatory standards; Manager C: Supply chain risks.	(<i>Porter, 2008; Barney, 1991; Prasad & Rajan, 2018</i>)

1. Strengths (S)

PT. Bogatama Yes exhibits several core strengths that contribute to its market competitiveness:

- **Authentic Local Products and Brand Recognition** – According to *Manager A*, the company's flagship products such as *batagor kering*, *siamay kering*, *seblak kering*, and *cuanki kering* have strong local recognition due to their authenticity and quality. This has created brand loyalty within the Bandung

market (*Handayani et al., 2023*). *Manager B* added that this local authenticity differentiates the brand from national competitors, enhancing its cultural identity (*Prasad & Rajan, 2018*).

- Collaborative Management Culture – Strategic decisions are formulated through collaborative discussions across departments, a process that ensures alignment and collective commitment (*Senge, 2006*). *Manager C* emphasized that this inclusive approach reduces information silos and enhances strategic clarity (*Wu & Chen, 2019*).
- Effective Distribution Channels – PT. Bogatama Yes maintains an established network that effectively supplies local markets. *Manager A* highlighted that their strong ties with local distributors enable efficient product availability (*Sari & Nugroho, 2021*).
- Quality Assurance and Consistency – Stringent quality control mechanisms are applied at each stage of production, ensuring product safety and consistency, which are critical for maintaining consumer trust (*Jin & Kim, 2020*).

2. Weaknesses (W)

Despite its competitive strengths, PT. Bogatama Yes faces several internal challenges:

- Limited Technological Adoption – *Manager A* acknowledged that the production process still relies heavily on manual labor, limiting scalability and efficiency (*David & David, 2016*). Competitors who have adopted automation and modern food processing technologies are achieving faster output and lower costs (*Porter, 2008*).
- Constrained Market Expansion – *Manager B* stated that PT. Bogatama Yes's market focus is largely localized in Bandung, with minimal presence outside West Java. This limited reach restricts growth opportunities and market share expansion (*Sari & Nugroho, 2021*).
- Traditional Marketing Approaches – Marketing initiatives are heavily dependent on word-of-mouth and local vendor partnerships. *Manager B* highlighted the lack of digital marketing efforts, which has become crucial for reaching broader audiences (*Kotler & Keller, 2016*).
- Resource Dependency and Cost Structure – *Manager C* expressed concerns about high dependency on local suppliers for raw materials, making the company vulnerable to price volatility and supply chain disruptions (*Prasad & Rajan, 2018*).

3. Opportunities (O)

Several external opportunities have been identified for PT. Bogatama Yes:

- Growing Consumer Interest in Traditional Snacks – There is increasing demand for local snacks, driven by cultural nostalgia and growing awareness of Indonesian culinary heritage (*Wu & Chen, 2019*). *Manager B* suggested that expanding into online marketplaces could capture this emerging segment more effectively (*Kotler & Keller, 2016*).
- E-commerce Expansion and Digital Platforms – *Manager A* proposed leveraging digital platforms such as Tokopedia, Shopee, and GrabFood to broaden market reach and facilitate direct consumer access (*Prasad & Rajan, 2018*).
- Export Market Potential – According to *Manager C*, regional interest in Indonesian snacks, particularly in Southeast Asia, presents a viable opportunity for export. Collaborative discussions have initiated plans to explore partnerships with export facilitators (*Jin & Kim, 2020*).
- Health-Conscious Product Innovations – With rising awareness of health and nutrition, *Manager B* suggested product diversification into healthier snack options, such as low-sodium and gluten-free variants (*Prasad & Rajan, 2018*). This adaptation could position PT. Bogatama Yes competitively in niche markets.

4. Threats (T)

Several external threats need strategic mitigation:

- Intense Market Competition – The local snack food industry is crowded with new entrants offering innovative products at competitive prices (*Wu & Chen, 2019*). *Manager A* acknowledged the need to differentiate through unique product features and stronger branding (*Porter, 2008*).
- Price Sensitivity and Economic Shifts – As noted by *Manager C*, rising production costs and economic fluctuations pose risks to consumer purchasing power (*Barney, 1991*). Competitive pricing strategies must be aligned with market conditions to maintain profitability (*Sari & Nugroho, 2021*).
- Regulatory Compliance – *Manager B* pointed out that food safety regulations are becoming stricter, requiring continuous adaptation to new compliance standards (*David & David, 2016*).

- Raw Material Supply Fluctuations – Dependency on specific local suppliers exposes the company to supply chain disruptions and price hikes (*Prasad & Rajan, 2018*). Collaborative planning with suppliers is essential to secure stable raw material flows (*Porter, 2008*).

Strategic Recommendations

Based on the SWOT Analysis and managerial insights, the following strategic recommendations are proposed to enhance the competitive positioning of PT. Bogatama Yes in the Indonesian snack food industry. These strategies are designed to leverage strengths, address weaknesses, capitalize on opportunities, and mitigate external threats through collaborative management and evidence-based planning (*Senge, 2006; Mintzberg et al., 2009*).

1. Digital Transformation and E-commerce Integration

PT. Bogatama Yes should enhance its digital presence by expanding to online marketplaces and strengthening its social media strategy (*Kotler & Keller, 2016*). Collaborative discussions led by *Manager B* indicate strong support for digital marketing training and technology adoption (*Wu & Chen, 2019*). In addition, creating strategic partnerships with major e-commerce platforms such as Tokopedia, Shopee, and GrabFood could increase brand visibility and broaden market reach (*Prasad & Rajan, 2018*). This digital transformation would also enable the company to collect valuable consumer data, which could be analyzed to optimize marketing campaigns and product offerings (*Chaffey & Ellis-Chadwick, 2019*). Furthermore, leveraging Search Engine Optimization (SEO) and targeted online advertisements could help PT. Bogatama Yes capture a larger share of the millennial and Gen-Z markets, who are predominantly online consumers (*Jin & Kim, 2020*).

2. Product Diversification and Health-Oriented Innovations

The company should focus its R&D initiatives on developing healthier snack options to meet growing consumer demand (*Prasad & Rajan, 2018*). *Manager B* suggested launching gluten-free and low-calorie products, capitalizing on the health-conscious market segment (*Sari & Nugroho, 2021*). Furthermore, the introduction of vegan-friendly and organic-based variants could attract new consumer demographics and increase brand competitiveness (*Wu & Chen, 2019*). PT. Bogatama Yes could also explore functional snacks that offer additional health benefits, such as high-protein or fiber-enriched products (*Napitupulu & Siregar, 2022*). These innovations would not only diversify the product portfolio but also position the brand as a leader in health-conscious snacking solutions (*Porter, 2008*).

3. Market Expansion through Regional and Export Opportunities

Efforts to penetrate regional markets and explore export opportunities should be prioritized to expand market reach and stabilize revenue streams (*Jin & Kim, 2020*). *Manager C* emphasized the importance of international partnerships and regulatory compliance to support this initiative (*David & David, 2016*). Establishing trade partnerships with major distributors in Southeast Asia, particularly in Malaysia, Singapore, and the Philippines, could significantly enhance brand exposure (*Wu & Chen, 2019*). Furthermore, leveraging ASEAN Free Trade Agreements (AFTA) could reduce export costs and streamline market entry (*Sari & Nugroho, 2021*). To facilitate this expansion, PT. Bogatama Yes should also participate in international food expos and trade missions, which have proven effective for building export networks (*Prasad & Rajan, 2018*).

4. Operational Efficiency through Technological Upgrades

Investing in modern processing technology to optimize production efficiency and reduce costs is crucial (*David & David, 2016*). Collaborative planning, as led by *Manager A*, should include feasibility studies for automation and enhanced production capabilities (*Porter, 2008*). Implementing lean manufacturing principles and Just-In-Time (JIT) inventory management could minimize waste and improve cost efficiency (*Womack & Jones, 2003*). Furthermore, upgrading to Industrial IoT (Internet of Things) technologies would enable real-time monitoring of production lines, allowing for quicker adjustments and reduced downtime (*Schwab, 2017*). Such improvements are expected to enhance productivity by approximately 15–20%, based on comparative analyses in similar food processing companies (*Wu & Chen, 2019*).

5. Strengthening Supplier Relationships

PT. Bogatama Yes should establish stronger relationships with key suppliers to stabilize raw material costs and secure consistent supplies (*Prasad & Rajan, 2018*). Collaborative contracts with suppliers could mitigate risks associated with price volatility (*Porter, 2008*). To further reduce dependency, *Manager C* suggested diversifying the supplier base and incorporating supplier audits to ensure quality and reliability (*David & David, 2016*). Moreover, the adoption of strategic sourcing strategies, which include long-term agreements and

bulk purchasing, could reduce cost variability (*Sari & Nugroho, 2021*). Engaging in co-innovation projects with suppliers could also enhance product quality and streamline production processes (*Wu & Chen, 2019*).

6. Enhancing Brand Visibility and Consumer Engagement

To solidify its presence in the competitive snack food market, PT. Bogatama Yes should enhance its brand visibility through targeted marketing campaigns and strategic brand positioning (*Kotler & Keller, 2016*). *Manager B* recommended participating in culinary festivals, food exhibitions, and local cultural events to reinforce brand identity (*Wu & Chen, 2019*). Additionally, collaborating with food influencers and culinary bloggers on social media platforms like Instagram, YouTube, and TikTok could significantly boost brand awareness among younger demographics (*Jin & Kim, 2020*). Developing a corporate social responsibility (CSR) program that focuses on community engagement and sustainability initiatives could further elevate the company's brand reputation (*Porter & Kramer, 2011*).

7. Risk Mitigation and Strategic Contingency Planning

Given the identified threats of raw material fluctuations, economic shifts, and regulatory changes, it is critical for PT. Bogatama Yes to develop a strategic risk mitigation plan (*Porter, 2008*). This plan should include:

- Establishing buffer inventory levels for key raw materials to cushion against supply chain disruptions (*Prasad & Rajan, 2018*).
- Implementing dynamic pricing models to adjust to economic conditions and maintain market competitiveness (*Sari & Nugroho, 2021*).
- Enhancing regulatory compliance monitoring to swiftly adapt to new food safety and trade regulations (*David & David, 2016*).
- Formulating contingency strategies for critical scenarios, including economic downturns and supply chain interruptions (*Mintzberg et al., 2009*).

Conclusion

The strategic analysis of *PT. Bogatama Yes* through the application of SWOT Analysis has provided a comprehensive understanding of its internal strengths and weaknesses, as well as external opportunities and threats. The findings reveal that PT. Bogatama Yes possesses strong brand recognition for its authentic local snacks, effective distribution networks, and a collaborative management culture that enhances strategic alignment. However, challenges such as limited technological adoption, constrained market reach, and dependency on local suppliers indicate areas that require targeted improvements. To address these issues, strategic recommendations emphasize digital transformation, product diversification, market expansion, operational efficiency, and strengthened supplier relationships. These strategies, supported by collaborative decision-making, are expected to enhance competitiveness and drive sustainable growth in the dynamic snack food industry.

Despite the strengths of this analysis, some limitations should be acknowledged. The study relies heavily on qualitative data from managerial insights and internal evaluations, which may introduce subjective biases (*Creswell & Creswell, 2017*). Additionally, the analysis is focused primarily on internal managerial perspectives without extensive input from external stakeholders such as suppliers, consumers, and regulatory bodies. Future research could benefit from a mixed-method approach that incorporates quantitative market data and broader stakeholder feedback to validate strategic decisions and expand the understanding of market dynamics (*Yin, 2018*).

The implications of this study are significant for strategic planning in local food industries. For PT. Bogatama Yes, adopting modern technology, expanding its digital footprint, and exploring export markets are pivotal to sustaining growth and market relevance. Furthermore, the collaborative management model demonstrated at PT. Bogatama Yes could serve as a blueprint for other SMEs aiming to enhance strategic alignment and market responsiveness in highly competitive environments (*Senge, 2006; Mintzberg et al., 2009*).

As a direction for future research, exploring the impact of digital transformation on traditional snack industries in Indonesia could provide deeper insights into how local brands can scale their operations. Additionally, investigating the role of supply chain resilience in mitigating raw material fluctuations would be valuable for strategic risk management. Such studies could contribute to more robust strategic frameworks for food-based SMEs in emerging markets.

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