



## Strategic Analysis of PT Griyacom : Enhancing Competitiveness in a Dynamic Market

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**Abstract.** Indonesia's computer retail industry is becoming increasingly competitive due to rapid technological advancements and evolving consumer preferences. PT Griyacom, a computer retail company in Bandar Lampung, faces challenges in sustaining its competitiveness amid these market dynamics. This study examines the business strategies adopted by PT Griyacom to enhance its competitive advantage using a qualitative approach with a case study method. Data was gathered through in-depth interviews with company management, direct observations, and document analysis, while data analysis followed the Miles and Huberman model, encompassing data reduction, data presentation, and conclusion drawing. The findings indicate that PT Griyacom has implemented various business strategies, including improving customer service, expanding product diversification, and utilizing digital marketing. However, the company still faces challenges such as intense price competition and the need for greater technological innovation. Based on these findings, this study offers strategic recommendations for PT Griyacom to strengthen its market position by optimizing digital marketing efforts, enhancing operational efficiency, and reinforcing product differentiation.

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

### 1. INTRODUCTION

The computer retail industry plays a crucial role in providing personal and professional computing devices, ranging from desktops and laptops to tablets. PT Griyacom is a key player in Indonesia's computer retail sector, offering various products while focusing on innovation and customer satisfaction. However, it faces challenges in maintaining competitiveness amid market shifts, intense competition, and technological advancements. Ranked 7th among Bandar Lampung's top computer retailers (KawanGadget.com, 2022), PT Griyacom competes with major stores like Bestnet Computer, Alam Prima Komputer, and Global Computer, remaining a strong contender alongside Raja Komputer and Sentra Komputer.

According to data from Rattertinggi.com (2024), PT Griyacom holds the top position among computer retail companies in Bandar Lampung. The ranking highlights its strong market presence and competitiveness in the industry. Following closely behind are Sentra Komputer in second place and BestNet Computer in third, both of which are recognized for their extensive product offerings and customer service. Other notable retailers in the top five include Lightspeed Computer and Jeka Komputer (JK), while Raja Komputer, Arthabella Computer, and Bagor Com secure mid-tier positions. Meanwhile, Alam Prima Komputer and Basic Computer round out the top ten. This ranking reflects the competitive nature of the computer retail industry in Bandar Lampung, where companies continuously strive to enhance their services and product selections to maintain their market standing. A thorough analysis of PT Griyacom's business strategy is essential for enhancing its competitiveness in the evolving

computer retail market. According to Smith (2021) in *Strategic Management Review*, companies that swiftly adapt their strategies to market trends are more likely to remain relevant and achieve growth.

A business strategy is a long-term plan aimed at achieving goals aligned with a company's vision and mission. Porter (2020) defines business strategy as a company's competitive position, market choices, and value creation for customers. Other studies emphasize the need for flexibility and adaptability to navigate dynamic environments (Johnson et al., 2020). Research also indicates that companies with well-managed business strategies tend to achieve long-term success (Barney & Hesterly, 2021).

In Indonesia's digital economy, PT Griyacom plays a crucial role as a key player in the computer retail industry. Its business strategy not only influences company performance but also contributes to overall economic growth. Reports highlight the sector's significant contribution to Indonesia's digital GDP, with PT Griyacom as a major driver (Indonesian Creative Economy Agency, 2023). The sector's expansion is closely linked to technological adoption across industries, fostering a dynamic and sustainable digital ecosystem (Smith, 2020). To remain competitive, PT Griyacom must continuously monitor market trends, refine its strategies, and commit to innovation, solidifying its position as a leader in Indonesia's computer retail industry.

This research provides a comprehensive understanding of the dynamics of Indonesia's computer retail industry by analyzing market trends and identifying key factors influencing consumer demand and preferences. A deep understanding of these trends is essential for companies to develop effective strategies amid growing competition (Lee, 2020). Comprehensive market analysis offers valuable insights into shifting consumer behavior, product development, and brand competition (Chang, 2021). By recognizing factors that drive consumer preferences, companies can identify new market opportunities, anticipate changes, and respond with timely strategies. Additionally, evaluating PT Griyacom's current business strategy is crucial to identifying its strengths and weaknesses, ensuring efficient resource allocation, and optimizing business performance (Jones & Smith, 2019). Previous studies emphasize that companies capable of adapting quickly to market shifts tend to be more successful in the long run (Barney & Hesterly, 2021).

PT Griyacom faces significant challenges in maintaining competitiveness, including intense rivalry with Bestnet Computer and Alam Prima Komputer, operational inefficiencies, and the need for continuous technological investment. These challenges necessitate a thorough

evaluation of the company's strategy to ensure long-term growth. The key research question arises: how can PT Griyacom enhance its business strategy to remain competitive in Indonesia's evolving computer retail industry? This study aims to provide concrete and measurable strategic recommendations, helping PT Griyacom optimize resources, improve efficiency, and identify new market opportunities (Kim, 2020; Smith, 2021). By focusing on data-driven strategies, this research contributes to understanding the Indonesian computer retail sector while supporting PT Griyacom in strengthening its market position for long-term success.

## 2. LITERATURE REVIEW

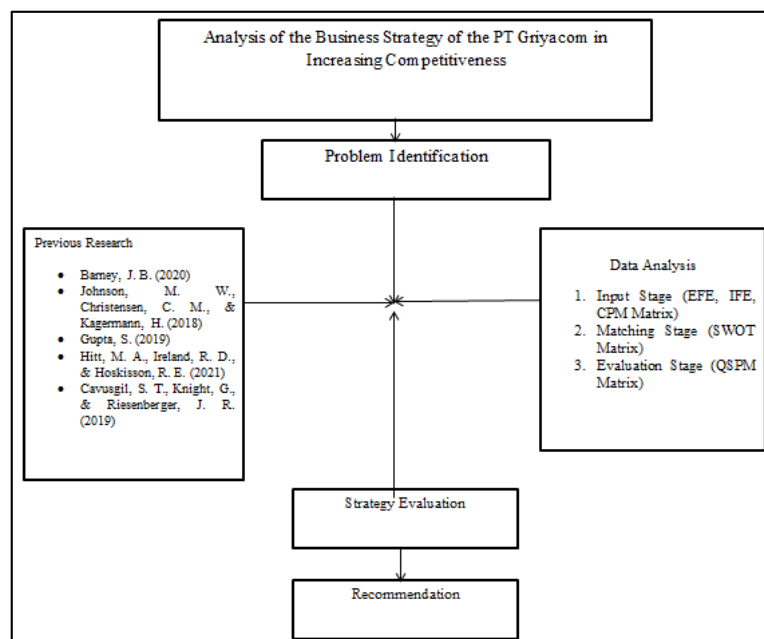
**Strategy** is a comprehensive plan that guides organizations in achieving long-term goals by allocating resources effectively and adapting to dynamic environments (David, 2018). It involves selecting objectives, analyzing internal and external factors, and implementing actions to create competitive advantages (Johnson et al., 2018). Scholars emphasize that strategy must be flexible, continuously updated, and integrated across all organizational levels to drive sustainable growth (Grant, 2018; Hamel & Prahalad, 2018). Beyond organizational benefits, strategy enhances industry competitiveness, fosters collaboration, drives innovation, attracts investment, and contributes to economic growth (Hitt et al., 2021). Additionally, it improves decision-making, coordination, risk management, and adaptability in response to market changes (Dirgantoro, 2018). Thus, strategy serves as a crucial tool for both organizational success and broader industry development.

**Competitiveness** refers to a company's ability to maintain market share through flexibility in understanding consumer needs and product differentiation (Wardani, 2018). It operates at micro (company), meso (industry), and macro (economic) levels, with strong company-level competitiveness driving broader economic growth. Identifying competitors is crucial for formulating effective strategies and adapting to market challenges. Additionally, product quality plays a key role in consumer purchasing decisions, as superior attributes influence consumer preferences. Pricing must align with production costs and consumer purchasing power to maintain competitiveness. Location selection significantly affects sales by ensuring accessibility for target consumers (Hidayat & Zuliarni, 2014). Promotion, through various strategies such as advertising and discounts, enhances brand awareness and consumer loyalty and increasing sales.

**The Strategy Analysis Framework** is a structured approach to formulating business strategies by assessing internal and external factors. It consists of three key stages: input,

matching, and evaluation. The input stage involves analyzing the company’s environment using three tools: the EFE (External Factor Evaluation) Matrix, which identifies opportunities and threats; the IFE (Internal Factor Evaluation) Matrix, which assesses strengths and weaknesses; and the CPM (Competitive Profile Matrix), which compares a company’s competitive position against industry rivals. These analyses provide a comprehensive understanding of the company’s strategic position. In the matching stage, the SWOT (Strengths, Weaknesses, Opportunities, and Threats) Matrix is used to align internal strengths and weaknesses with external opportunities and threats, helping businesses formulate strategies that capitalize on advantages and mitigate risks. The evaluation stage then employs the QSPM (Quantitative Strategic Planning Matrix), a tool that quantifies and prioritizes strategic alternatives based on their attractiveness and feasibility. By integrating these stages, companies can develop well-informed strategies that enhance competitiveness, improve decision-making, and support long-term business growth.

**This research analyzes** PT Griyacom's business strategy to enhance competitiveness in Indonesia's computer retail market. It begins with identifying key challenges, followed by data collection through management interviews and document analysis. The data is examined thematically to identify strategic patterns, compared with existing literature to find gaps and opportunities. A SWOT analysis then evaluates the current strategy, leading to concrete recommendations and an implementation plan. Lastly, a monitoring and evaluation mechanism is developed to ensure effective execution and long-term impact.



**Figure 1. Research Framework**

### 3. METHODS

#### Research Design

This study employs a qualitative research design using a single case study method to analyze PT Griyacom's business strategy and competitiveness. The research follows a systematic methodology, including planning, data collection, analysis, and interpretation (Creswell, 2014). Data will be gathered through in-depth interviews, document analysis, and direct observation to explore stakeholder perceptions and strategic approaches. The single case study approach is chosen for its representativeness, providing insights into industry-wide competitive strategies while ensuring a deep understanding of the company's real-life context (Yin, 2018).

#### Data Analysis Method

This study employs qualitative data analysis using the Miles and Huberman model (1985), which involves data reduction, data display, and conclusion drawing. Data is collected through interviews, observations, and document analysis, then condensed using tools like the EFE, IFE, and CPM matrices to identify key internal and external factors. In the Matching Stage, SWOT analysis aligns these factors into strategic alternatives, which are then prioritized using the Quantitative Strategic Planning Matrix (QSPM) in the Evaluation Stage. Data is visually presented through structured matrices to enhance clarity, while triangulation ensures validity. This systematic approach facilitates well-informed strategic decision-making.

### 4. RESULTS

#### PT Griyacom SWOT Analysis

SWOT Analysis evaluates a company's Strengths, Weaknesses, Opportunities, and Threats to formulate effective strategies. For PT Griyacom, it assesses how internal strengths like HR experience and customer service can leverage market opportunities while addressing weaknesses and competition threats, ensuring sustainable competitiveness.

**Table 1. SWOT Analysis of PT. Griyacom**

Strengths (Strengths)	Weaknesses
1. High HR experience.	1. Dependence on the corporate segment.
2. Good customer service.	2. Adaptation to technology is slow.
3. Diversification of IT products.	3. Limited digital infrastructure.
4. Active promotion through social media.	
Opportunities	Threats (Threats)
1. The increasing trend of online shopping.	1. Tight competition with big competitors.

- 2. Stability of demand from the corporate segment.      2. Decrease in demand for PC/laptops due to mobile devices.
- 3. Adoption of new technologies by customers.          3. Rapid changes in consumer behavior.

The proposed strategy for PT. Griyacom includes: to focuses on leveraging social media marketing and IT product diversification to capitalize on the online shopping trend, expanding market reach and increasing sales. To enhance internal efficiency and align with evolving customer needs, the company will accelerate digital transformation and strengthen its digital infrastructure. Additionally, improving customer service and after-sales support aims to boost loyalty and sustain demand amid intense competition and shifting consumer behavior. To reduce reliance on PC/laptops, PT. Griyacom will expand its product offerings to include innovative IT solutions and mobile-friendly accessories, adapting to the growing preference for mobile devices. PT Griyacom's strengths in HR, customer service, and social media promotion support customer loyalty, but reliance on the corporate segment and slow tech adaptation limit flexibility. With opportunities in online shopping growth and stable corporate demand, the company faces threats from competition and declining PC sales. A strong SWOT analysis helps formulate adaptive and sustainable strategies.

**PT Griyacom Competitive Profile Matrix (CPM)**

The Competitive Profile Matrix (CPM) is a strategic tool used to compare a company's competitive position with its rivals based on key industry success factors. It helps identify strengths and weaknesses relative to competitors, guiding strategic improvements. In the case of PT Griyacom, CPM analysis shows that while the company has a strong market position, it lags behind Bestnet Computer in innovation and product diversification. However, PT Griyacom excels in customer service and digital promotion, which help maintain customer loyalty. To strengthen its competitiveness, the company needs to enhance innovation and expand its product range while leveraging its existing advantages. PT Griyacom lags behind Bestnet Computer in innovation and diversification, but excels in customer service and digital promotion.

**Table 2. CPM Matrix of PT Griyacom**

Competitive Factors	Weight	Griyacom	Bestnet
Product quality	0.20	3 (0.60)	4 (0.80)
Price	0.15	3 (0.45)	4 (0.60)
Customer service	0.20	4 (0.80)	3 (0.60)
Innovation	0.15	3 (0.45)	4 (0.60)
Digital promotion	0.10	4 (0.40)	3 (0.30)
Product diversification	0.20	3 (0.60)	4 (0.80)

<b>Total</b>	1.00	<b>3.30</b>	<b>3.70</b>
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### **PT Griyacom External Factor Evaluation (EFE) Matrix**

The External Factor Evaluation (EFE) Matrix is a strategic tool used to assess a company's ability to respond to external opportunities and threats. PT Griyacom's EFE analysis, with a score of 2.85, indicates a good ability to leverage opportunities like online shopping trends and stable corporate demand, despite facing strong competition and declining PC/laptop sales. To stay competitive, the company must adopt adaptive strategies. According to Wheelen & Hunger (2018), EFE analysis helps companies evaluate external factors to gain a competitive edge, while Armstrong & Kotler (2020) highlight the need for strategic responses to market trends. A total score of 3.05 indicates that the company has a fairly good opportunity to take advantage of external factors, despite facing significant threats.

**Table 3. EFE Matrix of PT. Griyacom**

<b>External Factors</b>	<b>Weight</b>	<b>Rating</b>	<b>Weight Score</b>
<b>Opportunities</b>			
Online shopping trends	0.20	4	0.80
Stable corporate demand	0.15	2	0.30
Adoption of new technologies	0.10	4	0.40
<b>Threats</b>			
Competition with big players	0.25	3	0.75
Declining demand for PC/laptops	0.20	3	0.60
Changes in consumer behavior	0.10	2	0.20
<b>Total</b>	<b>1.00</b>		<b>3.05</b>

### **PT Griyacom Internal Factor Evaluation (IFE) Matrix**

The Internal Factor Evaluation (IFE) Matrix analyzes a company's strengths and weaknesses in achieving its goals. PT Griyacom's IFE score of 2.85 highlights strengths like experienced HR and strong customer service but also weaknesses such as reliance on the corporate segment and slow technological adaptation. Addressing these areas can enhance competitiveness. According to David et al. (2020), internal analysis helps companies identify key capabilities and areas for improvement, while Kaplan & Norton (2019) emphasize leveraging internal strengths to boost efficiency and market competitiveness.

**Table 4. IFE Matrix of PT. Griyacom**

<b>Internal Factors</b>	<b>Weight</b>	<b>Rating</b>	<b>Weight Score</b>
<b>Strength</b>			
High HR experience	0.20	4	0.80
Diversification of IT products	0.15	3	0.45
Use of social media for promotion	0.10	4	0.40

After sales service	0.10	3	0.30
<b>Weakness</b>			
Dependence on corporate segment	0.20	2	0.40
Slow adaptation to technology	0.15	2	0.30
Limited digital infrastructure	0.10	2	0.20
<b>Total</b>	1.00		<b>2.85</b>

A total score of 2.85 indicates that PT Griyacom has significant internal strengths, but needs to address strategic weaknesses to improve competitiveness.

<b>I (High 3-4)</b>	<b>II (High 3-4)</b>	<b>III (High 3-4)</b>
High HR experience	Online shopping trends	-
Use of social media for promotion	Adoption of new technologies	-
<b>IV (Moderate 2-2.99)</b>	<b>V (Moderate 2-2.99)</b>	<b>VI (Moderate 2-2.99)</b>
Diversification of IT products	Stable corporate demand	Dependence on corporate segment
After sales service	-	Slow adaptation to technology
-	-	Limited digital infrastructure
<b>VII (Low 1-1.99)</b>	<b>VIII (Low 1-1.99)</b>	<b>IX (Low 1-1.99)</b>
-	-	-

PT Griyacom must optimize its strengths, such as experienced HR and social media marketing, to expand market reach through e-commerce and digital strategies. Product diversification is essential to meet broader market needs and adapt to technological advancements. To overcome weaknesses, the company should reduce reliance on the corporate segment by targeting individual consumers and investing in digital infrastructure and employee training. Strengthening after-sales service can enhance competitiveness, while diversifying into accessories and mobile-friendly products can mitigate declining PC demand. With adaptive and innovative strategies, PT Griyacom can sustain growth in a dynamic market.

### PT Griyacom QSPM Matrix

Quantitative Strategic Planning Matrix (QSPM) is a strategic analysis tool used to evaluate and compare alternative strategies based on relevant factors from SWOT, EFE, and IFE analysis. QSPM helps PT Griyacom objectively evaluate and prioritize strategies, focusing on digitalization, online promotion, and product diversification for non-PC markets.



**Table 5. QSPM Matrix**

<b>Factors</b>	<b>Weight</b>	<b>Strengths (S)</b>	<b>Weight</b>	<b>Score</b>	<b>Total Score for Strengths</b>	<b>Weaknesses (W)</b>	<b>Weight</b>	<b>Score</b>	<b>Total Score for Weaknesses</b>
Product Diversity	0.15	4	0.15	0.60					
Customer Service	0.20	3	0.20	0.60		Market Reach	0.10	1	0.10
Operational Efficiency	0.25	2	0.25	0.50		Technology Adoption	0.15	1	0.15
Technological Adaptation	0.20	3	0.20	0.60		Resource Allocation	0.10	1	0.10
					<b>Total Score: 2.30</b>	Customer Feedback	0.10	1	0.10

<b>Factors</b>	<b>Weight</b>	<b>Strengths (S)</b>	<b>Weight</b>	<b>Score</b>	<b>Total Score for Strengths</b>	<b>Weaknesses (W)</b>	<b>Weight</b>	<b>Score</b>	<b>Total Score for Weaknesses</b>
Market Trends	0.15	3	0.15	0.45		Intense Competition	0.20	3	0.60
Technology Advances	0.20	4	0.20	0.80		Economic Fluctuations	0.15	2	0.30
Consumer Preferences	0.25	4	0.25	1.00		Regulatory Changes	0.10	2	0.20
Competitor Actions	0.20	3	0.20	0.60					
					<b>Total Score: 2.85</b>				

By using QSPM, PT Griyacom can measure the effectiveness of each alternative strategy based on the opportunities and challenges in the market as well as the company's internal strengths and weaknesses.

Two main strategies to evaluate:

1. Digitalization and online promotion
2. Product diversification for non-PC markets

**Table 6. QSPM Analysis of PT. Griyacom**

Factor	Weight	Strategy 1	Strategy 2
HR Experience	0.20	4 (0.80)	3 (0.60)
Product diversification	0.15	3 (0.45)	4 (0.60)
Online shopping trends	0.20	4 (0.80)	3 (0.60)
Tight competition	0.25	3 (0.75)	4 (1.00)
Slow technology adaptation	0.20	4 (0.80)	3 (0.60)
Total Attractiveness Score	1.00	<b>3.60</b>	<b>3.40</b>

The digitalization and online promotion strategy (Score: 3.60) is the top priority due to its significant impact on competitiveness in the modern market. The QSPM analysis compares PT Griyacom's two main strategies by evaluating key internal and external factors that influence its strategic direction. Each factor is weighted based on its importance, while the Attractiveness Score (AS) reflects the appeal of each strategy in addressing these factors. The Total Attractiveness Score (TAS), obtained by multiplying the weight and AS, provides a quantitative measure of each strategy's effectiveness. This approach helps identify the most impactful strategy to strengthen PT Griyacom's market position.

#### 4. DISCUSSION

##### Strategic Adaptation of PT Griyacom to Market Dynamics and Evolving Consumer Preferences

PT Griyacom faces the challenge of shifting consumer preferences toward online shopping through marketplace platforms, driven by increasing internet penetration and technological convenience. The External Factor Evaluation (EFE) analysis highlights that the biggest opportunity lies in the rising online shopping trend and stable corporate demand, but to capitalize on this, the company must implement a comprehensive adaptation strategy. One key initiative is leveraging social media platforms like Instagram, YouTube, and Facebook for digital promotion, enabling PT Griyacom to engage directly with consumers through visual content, reviews, and interactive communication. This aligns with digital marketing principles that emphasize the role of online presence in expanding market reach and enhancing customer

engagement (Chaffey & Ellis-Chadwick, 2021). To further adapt, PT Griyacom must strengthen its presence on e-commerce platforms as a primary distribution channel, integrating an online-to-offline (O2O) approach to create a seamless shopping experience. Additionally, optimizing consumer data for personalized promotions can help tailor marketing efforts to customer preferences, enhancing user experience, fostering loyalty, and positioning PT Griyacom as a competitive player in the electronics retail industry.

### **Evaluation of Strengths and Weaknesses in PT Griyacom's Current Business Strategy and Its Impact on Competitiveness**

The Internal Factor Evaluation (IFE) analysis highlights PT Griyacom's key strengths, including highly experienced human resources, diverse product offerings, and excellent customer service, which contribute to its competitiveness, particularly in the corporate segment. These strengths align with David (2020), who emphasize that a company's internal capabilities play a crucial role in maintaining a sustainable competitive advantage. However, the analysis also identifies significant weaknesses, such as PT Griyacom's dependence on the corporate market and slow adaptation to technological advancements, which hinder its ability to compete more aggressively. The Competitive Profile Matrix (CPM) further supports these findings, showing that the company lags behind competitors in product innovation and diversification, aspects that are critical for long-term growth (Kotler & Keller, 2021).

To address these challenges, PT Griyacom must accelerate digitalization not only in its online presence but also in operational processes to enhance efficiency and improve customer experience. Additionally, expanding market segmentation beyond corporate clients to include individual consumers and the education sector could help mitigate risks associated with overreliance on a single market. This strategy aligns with Wheelen and Hunger's (2018) view that businesses must continuously adapt to market shifts by diversifying their target audience and product offerings. By implementing these initiatives, PT Griyacom can strengthen its market position, enhance competitiveness, and create new growth opportunities in the dynamic electronics retail industry.

### **Implementation of Strategic Recommendations to Ensure PT Griyacom's Long-Term Success in the Indonesian Retail Computer Industry**

Through SWOT analysis and the Quantitative Strategic Planning Matrix (QSPM), two key strategies are recommended: digitalization and online promotion, along with product diversification into non-PC markets. Digitalization ranks highest in the QSPM due to its potential to enhance customer engagement and expand market reach. This strategy involves developing an e-commerce platform, integrating social media with marketing, and leveraging

consumer data for informed decision-making, aligning with innovation theory on technology adaptation for long-term success (Tidd & Bessant, 2020). Meanwhile, product diversification into smart devices and IoT solutions allows PT Griyacom to reduce reliance on the declining PC/laptop market and respond to shifting consumer preferences. However, this requires thorough market analysis and investment in product development.

To successfully implement these strategies, PT Griyacom must ensure that its workforce is equipped with up-to-date technological skills through intensive training programs. Additionally, investments in digital infrastructure and strategic partnerships with key suppliers are essential for sustaining operations. The company's ability to allocate resources effectively and manage change will determine its success in strengthening competitiveness. With an integrated approach, PT Griyacom can not only navigate industry challenges but also seize growth opportunities for long-term success in the electronics retail market.

## **5. CONCLUSION**

This study analyzes PT Griyacom's business strategy in adapting to market dynamics and shifting consumer preferences in Indonesia's retail computer industry. The findings highlight the company's challenges in responding to the growing preference for online shopping while also recognizing opportunities in e-commerce growth and stable corporate demand. PT Griyacom's strengths lie in experienced human resources, product diversification, and strong customer service, but weaknesses such as dependence on the corporate segment and slow technology adoption hinder its competitiveness. To address these issues, two key strategies are recommended: prioritizing digitalization and online promotion to expand market reach and enhance customer engagement, as well as diversifying into the non-PC market to reduce reliance on specific segments. The success of these strategies depends on the company's ability to allocate resources effectively and adapt to market changes, ensuring long-term growth and sustainability in the increasingly competitive retail computer industry.

## **6. LIMITATION**

This study has several limitations. First, it relies on secondary data and internal company assessments, which may not fully reflect real-time market conditions. Incorporating primary data from customer surveys or industry experts could improve accuracy. Second, while the analysis focuses on PT Griyacom's internal and external environment using SWOT, EFE, IFE, CPM, and QSPM, it does not deeply explore macroeconomic factors like regulatory

changes or supply chain disruptions. Additionally, the financial feasibility and risks of the recommended strategies are not extensively analyzed. Lastly, since this study is limited to Indonesia's retail computer industry, its findings may not be fully applicable to different markets or industries.

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