



Analysis of Porter's five strengths in SD Shopos Indonesia

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ABSTRACT

The purpose of this study is to describe the strategy developed by SD Shopos Indonesia in dealing with opportunities and threats of the external environment on a micro basis based on the results of Porter's Five Forces Analysis. This type of research is qualitative with a case study method. Data collection is done by interview, observation, and study documentation. From the research results on Porter's five strengths, currently, SD Shopos Indonesia has a high threat of new entrants, a low threat of substitute products, an increased threat of bargaining power of buyers, low bargaining power of suppliers, and high competition between SPK institutions. From the results of the analysis, several strategies used to maintain the existence of the institution are to apply consistent strategy, namely: (1) Providing learning using national and foreign curricula; (2) Applying national values and regional culture through various programs; (3) Forming small classes (less than 20 students/class) so that supervision is good; (4) Providing educational services and teaching of international standards at affordable costs; (5) Developing national, global, and environmental insights in each lesson; and (6) Providing a holistic learning experience. The conclusion is that SD Shopos Indonesia is in a position of high external environmental threat; a small opportunity is exploited with a consistent strategy in maintaining the organization's existence.

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INTRODUCTION

Competition between educational institutions is now inevitable. The current pace of globalization requires organizations to be able to recognize threats and opportunities for the impact of environmental changes. Managers must carry out external environment analysis to find out changes that occur quickly and precisely so that threats and opportunities can be identified (Dzulfiqar, 2022).

A manager can be a leader who controls and manages the organization to achieve its vision. It is the same as a school, an organization consisting of academics who are led to achieve common goals. The leader's main task is to manage group work effectively (Fauzi, 2018).

According to (Udaya et al., 2013), external analysis is an analysis of the situations and conditions found in the external environment that occur in organizations or companies. External

analysis plays a role in detecting the industrial situation and the company's operating environment. Furthermore (Glueck & Jauch, 1989) stated that the external environment is a process used by strategic planners to monitor the environmental sector in determining opportunities or threats to the company. The strategy at the business level that is implemented in schools is carried out to maintain the school's competitive ability from competitors. To detect it, it is necessary to analyze the external environment.

External environmental factors can be subjective because managers can look at external factors. The factors analyzed are external factors that influence the company's development. Broadly speaking, the company's external environment is divided into macro and micro (Lestari & Vikaliana, 2021).

The macro-environment includes various factors from background conditions in the external environment, including economic, political and legal, socio-cultural, demographic, technological, and global conditions that may affect the operational activities of an organization (Munir & Zamroji, 2019). The micro-specific environment is that part of the environment directly relevant to achieving organizational goals. The microenvironment includes people interested in the organization (stakeholders). In the microenvironment of the company, they can take actions and reactions to the determinants of Opportunity (market opportunities) and also Threats (threats from outside) (Kurniati, 2022).

SD Sophos Indonesia is an educational unit with an accredited B-accredited SD SPK level. In carrying out its activities, SD Sophos Indonesia is under the auspices of the Ministry of Education and Culture, located in the CBD area, Kav. AH 2 No. 6, BSD City Rawa Buntu, Kec. Serpong, South Tangerang City, Banten, with postal code 15318. Learning is done all day, five days a week. As an educational unit with an SD SPK level in BSD City with several SPKs, SD Shopos Indonesia certainly faces external environmental challenges. Therefore, to identify it, it is necessary to carry out a comprehensive analysis with the help of Porter's five forces method.

According to (Meftahudin et al., 2018), Porter's Five Forces Model analysis is a fundamental support for formulating competitive strategies. Competition within an industry continually pushes the rate of return on invested capital towards an introductory competitive rate of return, or the rate of return to be enjoyed by the industry, which in economic terms is called a "perfect competition" industry, namely: (1) threat of newcomers; (2) bargaining power of suppliers; (3) bargaining power of buyers; (4) threat of substitute products; and (5) similar competitors.

The results of previous research on Porter's five strengths analysis conducted at PT Borneo written by (Sulistio, 2016) show that by analyzing Porter's five forces, it is concluded that there is a low threat of new entrants, a low threat of substitute products, bargaining power of buyers is moderate, bargaining power of suppliers is high, and competition within the industry is high. Other relevant research was conducted by (Agustin et al., 2019; Arif & Wibawa, 2021; Panther, 2016; Yulita et al., 2018). This study uses Porter's five forces model to analyze opportunities and threats from the external environment in companies that produce goods. Even though it was conducted at different loci, researchers have not found research using Porter's five forces method conducted in educational units.

Based on the background of the problem and the literature review above, it is considered important to research the analysis of opportunities and threats to the external environment using Porter's five forces method with the research locus at SD Shopos Indonesia. Therefore this research is entitled "Analysis of Porter's Five Forces in SD Shopos Indonesia."

The formulation of the problem in this study is as follows: (1) What are the opportunities and threats to the external environment at SD Shopos Indonesia based on Porter's five forces analysis method? (2) What is SD Shopos Indonesia's strategy for external environmental threats? Based on the formulation of the problem, this study aims to determine external environmental threats to SD Shopos Indonesia based on the analysis of Porter's five forces method and strategies for dealing with these threats. The expected implication of this research is to help SD Shopos Indonesia find out what



opportunities the school has and what obstacles can be threats, and then steps can be taken to maximize opportunities and minimize threats for future scenarios. This can then be used to analyze and determine a competitive strategy based on Porter's Five Forces planned by SD Shopos Indonesia when running the education sector. So that SD Shopos Indonesia can survive and optimize its competitive advantage in the field of education.

RESEARCH METHODOLOGY

This type of research is qualitative. This type of qualitative research is research that intends to understand the phenomenon of what is experienced by research subjects, for example, behavior, perceptions, motivations, and actions holistically, and utilizing descriptions in the form of words and language, in a special natural context and by utilizing various natural methods (Moleong, 2014). Through qualitative research, researchers will detail the problems of Porter's five strengths through information sources that are directly involved in the education unit. This research is expected to solve future efforts that schools can carry out.

The research method used by researchers is the case study method. The purpose of a case study is to intensively study the background, recent status, and environmental interactions in a social unit such as an individual, group, institution, or community. The scope of a case study can cover the entire life cycle, or it can only cover specific segments (Azwar, 2015). This research method was used because the researcher wanted to discuss Porter's five strengths at SD Shopos Indonesia and the strategies for dealing with external threats. The research object studied at SD Shopos Indonesia is an analysis of Porter's five forces: the threat of new entrants, the threat of substitute products, the bargaining power of buyers, the bargaining power of suppliers, and competition in the industry.

Qualitative data are personal documents, field notes, statements and actions of respondents, and supporting documents (Sugiyono, 2019). This data type can help researchers analyze SD Shopos Indonesia in more depth. Primary data is data obtained directly from research subjects; in this case, the researcher receives data or information now using predetermined instruments (Purhantara, 2010). The primary data used in this research is the result of interviews with informants from SD Shopos Indonesia. Secondary data is information obtained indirectly from public research objects consisting of organizational structure, archival data, documents, reports, books, and so on relating to this research (Purhantara, 2010).

Researchers obtained secondary data through school profiles and school documents; interviews are conversations with a specific purpose. The conversation was conducted by two parties, namely the interviewer, who asked questions, and the interviewee, who answered the questions (Moleong, 2014). The interview technique chosen by the researcher is a semi-structured interview. This type of interview aims to find problems more openly, where the parties invited to the interview are asked for their opinions and ideas. In conducting interviews, researchers must listen carefully and record what the informants say (Sugiyono, 2019). The resource persons used to provide information were the Principal, Deputy Head of the School for Curriculum, and Teachers. Triangulation is a data validity-checking technique that utilizes something else (Moleong, 2014). Triangulation is the best way to eliminate differences in the construction of reality in a study when collecting data on various events and relationships from various views. The triangulation researchers use is source triangulation, where source triangulation functions to test the credibility of data by examining data obtained through several sources, then the data obtained is described, categorized, and analyzed to produce a conclusion (Sugiyono, 2019).

This study also uses member checks to obtain and obtain valid and accurate data. The data obtained by the researcher from the informant will be re-checked, namely by the researcher asking the informant again whether the data that the researcher wrote has been agreed upon; if the informant agrees, then the data is valid and can be trusted. This is done so that the information

obtained is in accordance with what the data source or informant means. Triangulation and member checks were carried out until data was saturated (Halimatussa'diyyah & Gumiandari, 2021).

RESEARCH METHODOLOGY

The rationale for why this environmental analysis must be carried out is general system theory. According to this theory, today's organizations are more of an open system. Therefore, the organization is greatly influenced and constantly interacts with its surrounding environment. Thus, the most essential main task for organizational management is to ensure that this influence can be channeled positively and make an optimal contribution to overall corporate competitiveness (Yulianti, 2014).

External environmental factors can be subjective because managers can look at external factors. The factors analyzed are external factors that influence the company's development. Generally, the company's external environment is divided into macro and micro (Lestari & Vikaliana, 2021). The Macro Environment is a general environment with broad power so that it can affect the entire industry. The macro-environment includes Politics, Economy, Social, and Technology.

Politics is something that educational institutions also need to know. Politics is a way of sharing and gaining power. There are three levels of political factors: international, national, and regional or local. The role of the government in the political sphere is usually due to the policies and regulations they set. Some examples of the government's role in political factors include health policies, employment, import duties, inflation, economic growth, government and public sector jobs, fiscal or tax policies, and policies regarding environmental preservation, such as pollution and waste.

A country's economic factors will certainly impact educational institutions (Ogundele et al., 2012) said that the economy is a vital factor that must get attention. A weak market economy will reduce consumption so that income can decrease. To grow a country's economy, there are suggestions for spending more or consuming more than saving. The next factor is social factors, including 1) Attitudes, values, and beliefs. Social factors are usually directly related to consumers or company customers. The company's products or services can be well received if they do not violate the values and beliefs owned by the community; 2) Cultures, such as attitudes at work, saving, investing, and others; and 3) Demographics. Some things that are included in demographic factors include population size, age, ethnicity, and income distribution.

Currently, technological developments significantly affect the competitiveness of companies. Technological developments that occur should continue to receive attention so that other companies do not leave behind the company. Technological factors can be included in internal factors as well as external factors. Every company must use technology even though the form is not hardware but software such as quality control. Some of the things included in the technological factor include goods/services, production processes, information and communication, transportation and distribution, information technology, computing, and those related to production as well as biotechnology and new industries (Narmanov, 2021).

The microenvironment is often referred to as the industrial or competitive environment. If the macro environment is global, the micro-environment is closer to the organization. Such proximity can directly affect the organization compared to the macro environment. Some of the objectives of conducting an external environmental analysis include 1) Increasing managerial awareness of environmental changes, 2) Increasing understanding of industry and market; 3) Increasing understanding in multinational settings. 4) Improving resource allocation decisions; 5) Facilitating risk management; 6) Focusing on key influences in strategy change; 7) Act at the beginning of the danger signal; 8) Identifying business opportunities; 9) Provide benchmarks for the company's evaluation process against competitors; 10) Assist companies in finding competitive advantages; and 11) Encourage learning from competition.



External environmental information can be obtained based on published and unpublished sources. Unpublished sources include customer surveys, market research, professional meeting speeches, capital owners, television programs, interviews, etc. At the same time, published sources are strategic information for each period, journals, reports, government documents, abstracts, books, newspapers, and others.

Porter's Five Forces Analysis

According to (Yendra et al., 2022), Porter's five Strengths is a model that identifies and analyzes the five competitive forces that shape each industry and helps determine the strengths and weaknesses of the industry. Five forces analysis is often used to identify industry structure to determine company strategy. Porter's model can be applied to any economic segment to understand the industry's competition level and increase the company's long-term profitability. The Five Forces Model is named after Harvard Business School Professor Michael E. Porter.

This model was published in Michael E. Porter's book, "Technique Competitive Strategy For Analyzing Industries And Competitors" In 1980. The Five Forces Model is widely used to analyze a company's industrial structure and strategy. Porter identifies five inclusive forces that shape every market and industry in the world, with a few caveats. These five forces are often used to measure the intensity of competition, attractiveness, and profitability of an industry or market. The Five Forces Model analyzes an industry as "unattractive" if combining the five forces reduces profitability. An industry is called attractive when the combination shows promising profitability.

The industry structure grows out of economic and technical characteristics that determine the strength of each competitive force (Kosanke, 2021). In achieving the company's goals of winning the competition in its field, the company must have the right competitive strategy. Competitive strategy is a framework that can help a company analyze its industry as a whole, analyze competitors and the company's position in the industrial market, and measure how much the strength of competition affects the company (Yulita et al., 2018).

According to (Porter, 2008), translating this analysis into a competitive strategy based on five competitive forces, namely the intensity of the threat of new entrants, the threat of substitute products, the threat of suppliers, the threat of buyers, and the level of competition between companies engaged in the same industry.

According to (Meftahudin et al., 2018), the same thing that Porter's Five Forces Model analysis is a fundamental support for formulating competitive strategies. Competition within an industry continually pushes the rate of return on invested capital towards a basic competitive rate of return, or the rate of return to be enjoyed by the industry, which in economic terms is called a "perfect competition" industry, namely: (1) Threat of New Entrants; (2) Bargaining Power of Suppliers; (3) Bargaining Power of Buyers; (4) Threat of Substitute Products; and (5) Similar Competitors.

SD Shopos Opportunities and Threats Based on Analysis of Porter's Five Strengths and The Strategies Undertaken

Threats From Newcomers

New entrants to an industry will bring with them new capacity, a desire to capture market share, and often substantial resources. Companies that diversify through these acquisitions from other markets can make surprise use of their resources, as Philip Morris did with Miller Beer. The seriousness of the threat of new entrants depends on existing barriers and the reactions of current competitors that new entrants can anticipate. If the barriers to entry are high enough, the new entrants may not pose a serious threat upon entry.

Based on the results of SD Shopos Indonesia's external environment analysis, the barriers to entry of newcomers are very low; this impacts the threat of newcomers to SD Shopos being high. In

facing this threat, SD Shopos Indonesia sticks with a consistent strategy, namely: 1) Providing learning using national and foreign curricula; 2) Applying national and regional cultural values through various programs; 3) Forming classes in small numbers (less than 20 students/class) so that supervision is good; 4) Providing international standard education and teaching services at affordable costs; 5) Develop national, global, and environmental insights in every lesson; and 6) Providing a holistic learning experience.

Bargaining Power of Suppliers

Suppliers can exercise their bargaining power over participants in an industry by increasing prices or reducing the quality of the goods or services purchased. Therefore, powerful suppliers can reduce the profitability of an industry that cannot raise prices to cover the increased costs.

A supplier group has power if: 1) It is dominated by a small number of companies that are more concentrated than the industry to which they sell; 2) The product is unique or at least differentiated if the group has high exchange costs. When changing suppliers, exchange costs are fixed costs that buyers have to face; 3) No need to compete with other products to sell to the industry; 4) Suppliers are a strong threat because they can carry out downstream integration to the industry's business. This limits the industry's ability to amend the terms of its purchase agreements; 5) The industry is not an important customer for the group, including the supplier. If the industry is an important customer, the supplier's profits will be closely tied to that industry, and the supplier group will protect the industry through fair pricing and assistance in activities such as research and development and negotiation.

SD Shopos Indonesia has a low supplier threat because SD Shopos has a solid and skilled management team, which has even been proven to handle many things and has a very wide network. This makes SD Shopos strong bargaining power over suppliers.

Supplies in the form of information, policies, facilities, skills, and knowledge, both formal and informal, are obtained through institutional or individual services related to the management of activities at SD Sophos Indonesia, namely: 1) The foreign educational institution that collaborates with SD Sophos Indonesia is Cambridge Assessment International Education which is a large foreign educational institution that has been recognized internationally; 2) Subjects in the Cambridge curriculum are also delivered using textbooks published by Cambridge University Press which are in line with the Cambridge curriculum framework. Meanwhile, national curriculum subjects use textbooks published by Erlangga Publishers; and 3) The government agency that oversees SD Sophos Indonesia as a Cooperation Education Unit (SPK) is the Indonesian Ministry of Education and Culture.

Bargaining Power of Buyers

Buyers can also force down prices, demand higher quality or more service, and pit competing suppliers against each other, all of which reduce industry profits. The buying group will be in power if: 1) This group is concentrated or buys in large volumes; 2) Products purchased by this group from the said industry are standard products or undifferentiated products; 3) The product purchased by this group from the industry is one of the components of the product it produces, and the cost of that component is a significant part of the total cost of the product; 4) Buyers only earn a small profit so they have a high incentive to lower their purchasing costs, but buyers with high profits are generally less price sensitive; 5) The product of the industry is not very important to the quality of the product or service at the buyer. If the industry's product heavily influences the quality of the buyer's product, the buyer is generally less price sensitive; 6) The industrial product cannot save the buyer's costs; and 7) Buyers are a strong threat because they can integrate upstream to make industrial products.

The bargaining power of buyers at SD Shopos Indonesia is high; one of the factors is that in the external environment, there are many choices of similar educational units, so buyers easily switch to other educational institutions that are considered more in line with what they aim for.



Buyers or users of educational services at SD Sophos Indonesia are parents and students interested in the products offered by SD Sophos Indonesia. However, in maintaining its existence from the threat of the high bargaining power of buyers, SD Sophos Indonesia has made strategies including 1) Preparing students to continue to further education both domestically and abroad; 2) Preparing students to be able to compete in both academic and non-academic abilities at the educational level when they attend school and at the next level; 3) Providing services at all levels from living in early childhood education to high school so that parents who have several children can send them to school in one place so that it is more effective and efficient. In addition, parents also have an advantage in terms of school fees because, with a sibling relationship, a discount is given; 4) Providing learning experiences according to context and having a good global, and national outlook supported by good foreign language skills; and 5) Providing services according to good standards in the areas of security, cleanliness, the comfort of the school environment with not many students.

The threat of Substitute Products

By setting a ceiling on prices, substitute products or services can limit the potential of an industry. If the industry cannot improve product quality or differentiate (e.g., through marketing), then the industry will suffer a decline in profits and possibly growth. The more attractive the price performance of substitute products, the stronger the constraints on the industry's profit potential.

Based on the research results, SD Shopos does not yet have a threat of substitute products. SD Shopos makes its substitute products. In his presentation, the Head of SD Sophos Indonesia stated that there was no threat to substitute products. However, instead, we have made other substitute products, namely: 1) Providing distance learning services to students whose parents have assignments outside the city or abroad temporarily; 2) Providing opportunity services for students outside Sophos Indonesia Elementary School to be able to take part in the Cambridge checkpoint test activities because as a Cambridge center school, we can accept candidates taking the test from anywhere; 3) Provide services to nontypical students to be able to experience learning that is similar to typical students with the same graduation; 4) Providing equal educational level services for students moving abroad who will continue in Indonesia through PKBM in collaboration with SD Sophos Indonesia; and 5) Provide services to other institutions that will conduct English learning through an English course managed by the English department.

Intercompany Competitors

Competition between existing competitors occurs through jockeying for position using tactics such as price competition, product introduction, and large-scale advertising. This form of intense competition is related to several factors: 1) some many competitors or competitors are almost the same size and strength; 2) Industry growth is slow, thus accelerating the struggle for market share involving members who are cold to expand; 3) Products or services offered lack references (differences) or exchange costs that can lock in buyers and protect the company so that competitors do not take over its customers; 4) Fixed costs are high, or the product does not last long giving rise to a strong incentive to cut prices; 5) Capacity is usually added in bulk; 6) Barriers to exit are very high barriers to exit such as the existence of special assets or management loyalty to a particular business keeps the company competitive even though the company obtains low or even negative returns on its investment; and 7) Competitors have diverse strategies, origins, and "personalities." They have different ideas about how to compete and still fight each other in the process (Pearce & Robinson Jr, 2016).

Approximately 10-20 schools pose a threat to similar competitors and have limitations such as limited facilities and land to develop facilities and infrastructure. When the school has quite a lot of competitors in the external environment, there is competition for a very tight market, which will

determine the school's position in that environment. Based on the results of interviews with the school, the level of competition in the BSD City environment is very tight; therefore, in increasing competitiveness, SD Shupos Indonesia carries out the following strategy: 1) Providing services with standard school collaboration units at affordable prices; 2) Forming an environment within the family sphere; and 3) Implementing high-security standards in supervising student association.

CONCLUSION

From Porter's five strengths analyzed at SD Shupos Indonesia, it can be concluded that the major threats come from new entrants, competitors between companies, and the bargaining power of buyers. Meanwhile, substitute products and the bargaining power of suppliers have a low threat. In managing educational units, institutional leaders should understand threats to the external environment both on a macro and micro scale to detect them quickly and get the right solution. One tool or model for analyzing the external environment can use Porter's Five Forces. For future researchers who will conduct research with a similar theme, be able to evaluate capabilities in dealing with opportunities and threats based on the External Factor Evaluation (EFE) matrix because in this study it is only related to Porter's five strengths analysis. Researchers also recommend expanding the scope of research by using other research subjects in the form of populations and samples. In addition, the researcher suggests that other variables and methods can be used to present more diverse findings.

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