



# Transformation of Marketing Strategy in Decision Making in the Era of Globalization: Case Analysis of PT.Indofood Sukses Makmur, Tbk

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**Abstract:** Globalization and the development of digital technology have created both challenges and opportunities for multinational companies, including PT Indofood Sukses Makmur Tbk. This research aims to examine how Indofood implements an adaptive marketing strategy in the face of the challenges of globalization and accelerated digitalization. Using the literature study method, this research explores the key factors that contribute to the success of Indofood's marketing strategy. The findings show that Indofood's success is underpinned by the implementation of an integrated glocalization strategy, product innovation that meets the needs of the local market, utilization of digital technologies such as big data and e-commerce, and flexible and responsive human resource management. This strategic approach helps Indofood maintain its global competitiveness while still meeting the needs of domestic consumers. The study also highlights the importance of integrating global and local strategies, continuous innovation, and the company's ability to adapt to market changes. Through the case study of Indofood, this research offers conceptual guidance for manufacturing companies in Indonesia looking to develop marketing strategies in the digital age.

**Keywords:** Globalization, Digitalization Marketing Strategy, Glocalization, Innovation, PT Indofood Sukses Makmur Tbk

## Introduction

Globalization and digital transformation have brought major changes to the business world, creating increasingly complex challenges and opportunities. Kotler and Keller (2020) mentioned that globalization has now transformed into a strategic paradigm that supports competitiveness, not just an economic phenomenon. Companies around the world are now competing to adopt marketing strategies that are able to respond to dynamic global market changes. According to Prahalad (2019), flexibility and adaptability are key factors for modern companies to survive amidst ever-evolving global competition. Digital transformation is further accelerating these changes. Westerman et al. (2021) revealed that digitalization not only involves the use of new technologies, but also brings fundamental changes in the way companies conduct business and build their strategies. Technologies such as big data, artificial intelligence (AI), and the Internet of Things (IoT) enable

companies to understand consumer needs more deeply, design more relevant products, and optimize customer experience. A McKinsey Global Institute (2020) study shows that companies that integrate digital technology into their business strategy have a 45% better chance of improving efficiency and performance compared to companies that still use traditional approaches. In Indonesia, the impact of globalization and digital transformation is also felt strongly, although companies are faced with a number of unique challenges. A report by the Indonesian Ministry of Trade (2021) notes that the COVID-19 pandemic is accelerating digitalization in various domestic business sectors. However, barriers such as uneven digital infrastructure, technology gaps, and low digital literacy in some regions are major challenges for companies to transform effectively. Tambunan (2020) revealed that the manufacturing sector in Indonesia, which is the backbone of the national economy, is under great pressure to adopt more adaptive global marketing strategies, especially in the face of competition with more developed neighboring countries. In addition to internal challenges, the company must also face external influences from global geopolitical and economic dynamics. Fluctuations in exchange rates, changes in international trade policies, and global market uncertainty affect business stability in Indonesia. In the face of these conditions, companies are required to not only be reactive to changes, but also proactive in designing risk mitigation strategies. International cooperation is one of the key solutions for companies to remain competitive in the global market. Not only limited to exports and imports, international cooperation now includes strategic alliances, joint ventures, technology transfer, and cross-cultural collaboration. PT Indofood is one example of a company that has successfully utilized international cooperation to support its global expansion. By building strategic partnerships with global distributors, Indofood has managed to expand its market reach, improve operational efficiency through global supply chain integration, and utilize advanced technology from its international partners. According to the Resource-Based View (RBV) theory by Barney (2019), such partnerships allow companies to leverage their partners' advantages in terms of technology, market access, and distribution networks. Digital transformation is also one of the main drivers of Indofood's success in the global market. By leveraging digital technology, Indofood is able to optimize more effective marketing strategies, such as the use of digital platforms to approach global consumers and the utilization of big data to understand consumer preferences. Changing consumer preferences that are increasingly influenced by sustainability and social responsibility issues also encourage companies to continue to innovate. Modern consumers are not only looking for quality products, but also prioritize transparency, sustainability, and the positive impact of the brands they choose. The World Economic Forum report (2022) confirms that in this era of globalization and digitalization, companies must develop marketing strategies that are not only responsive but also anticipatory. The ability to manage risks, capitalize on market opportunities, and remain relevant to consumer needs is the key to success. In this context, PT Indofood has demonstrated how a combination of digital transformation, strategic alliance management, and adaptation to global markets can create sustainable competitive advantage. This research aims to dig deeper into how PT Indofood manages the challenges of globalization

and digital transformation in its marketing strategy. With a focus on digital technology integration, international cooperation, and risk management, Indofood is not only able to survive amidst global competition, but also continues to grow as one of the major players in the food and beverage industry.

The purpose of this research is to thoroughly and deeply study how the marketing strategy of PT Indofood Sukses Makmur Tbk is changing in the midst of a complex and dynamic world. The main focus of the research is to evaluate the strategic mechanisms used by the company to face the challenges of the global business environment. The research places special emphasis on organizational adaptation, strategic innovation, and the integration of digital technology in the marketing decision-making process. Specifically, the research objective is to discover and analyze the critical components that influence the success of marketing strategy changes. These include internal aspects of the organization as well as changes occurring in the external environment of the business. This research will thoroughly investigate the strategic adaptation mechanism of PT Indofood. The purpose of this research is to gain a systematic understanding of how manufacturing companies can create and implement responsive, creative, and sustainable marketing strategies in the era of globalization. In addition to gaining an understanding of the phenomenon of marketing strategy transformation, this research aims to make a significant theoretical contribution to the establishment of a strategic management conceptual framework. By analyzing the case study of PT Indofood, this research seeks to produce a conceptual model of marketing strategy transformation that can be used as a practical model for other manufacturing companies in Indonesia. In addition, the purpose of this research is to provide company management with the strategic knowledge needed to create a flexible marketing approach. This includes finding innovation mechanisms, strategies for improving organizational capabilities, and comprehensive strategies for incorporating digital technology into the marketing ecosystem. Therefore, it is expected that the research can provide significant practical assistance to help companies make strategic decisions in the modern world.

## Literature Review

### Theoretical Foundation

Globalization has had a huge impact on the business world, including in the way companies manage their marketing strategies. With the development of technology, communication, and transportation, globalization allows for easier market integration. However, this condition also requires companies to be able to adjust to global and local dynamics simultaneously. The concept of glocalization proposed by Theodore Levitt underscores the importance of combining global strategies with local adjustments to remain competitive in diverse markets. In marketing, the strategic approach has undergone a shift from a product-focused to a more customer-oriented one, where consumer needs and preferences are at the center of decision-making. This is in line with Kotler's Marketing 4.0 concept that emphasizes the importance of utilizing digital technologies, such as data analytics and modern platforms, to understand consumer behavior. In the context of

strategic decision-making, a data-driven approach is increasingly emphasized as key. The Rational Decision-Making model introduced by Simon offers a systematic framework for making decisions based on in-depth analysis. However, in the modern era, cultural aspects, emotions, and often irrational consumer behavior are also important factors, as explained in Behavioral Decision Theory. Therefore, the transformation of marketing strategies requires not only a logical approach, but also an understanding of the social and psychological dynamics of the market. In the case of a company like Indofood, a deep understanding of local culture is the foundation for delivering products that are relevant and accepted in the market. The organizational dimension also plays a strategic role in marketing transformation. A flexible organizational structure allows a company to respond to changes quickly without losing control of its strategic direction. Indofood, for example, implements a combination strategy between centralization at the central level and decentralization in local markets. This helps the company maintain operational efficiency while allowing local teams to innovate. In addition, organizational culture is an important element in supporting transformation. Edgar Schein explains that a strong culture encourages innovation, collaboration, and adaptability. In the context of Indofood, an innovation-based culture has helped produce products like Indomie that are successful not only in the domestic market but also internationally.

Other aspects that support the transformation are process, technology, and human resources (HR). In terms of processes, Indofood combines traditional methods with modern technology to improve efficiency. For example, the use of big data helps the company analyze market trends and consumer preferences so that marketing strategies can be better targeted. Digital technology such as e-commerce is also an important tool to expand market reach. On the HR side, Indofood focuses on training and developing employees to be ready for the challenges of globalization, ensuring that they have the relevant skills to support this transformation. Indofood has also demonstrated the ability to implement glocalization strategies by adapting to local market preferences while maintaining its global brand identity. For example, Indomie's flavor variants tailored to tastes in different countries demonstrate a deep understanding of local market needs. This approach not only reflects the importance of glocalization, but also confirms the company's focus on customer needs in its product innovation.

In terms of organizational culture, cultural dimensions such as individualism versus collectivism and uncertainty avoidance introduced by Hofstede are also relevant in analyzing Indofood's success. With Indonesia's cultural roots that tend to be collective, Indofood is able to create strong collaboration, both internally and externally. This approach makes it easier for the company to adapt to market changes and global challenges. In addition, Indofood continues to innovate in its distribution and marketing processes. By utilizing logistics management technology, the company can ensure its products are more accessible to consumers while improving efficiency and keeping prices competitive. In marketing, the omnichannel approach implemented demonstrates how traditional strategies can be integrated with digitalization to provide a better consumer experience. Overall, the success of Indofood's marketing strategy transformation is supported by the

integration of glocalization, technological innovation, people management, and adaptive organizational culture. With this holistic approach, Indofood has managed to maintain relevance in the global market while maintaining its local values. This transformation shows that the success of a marketing strategy does not rest solely on technology or data, but also on the organization's ability to understand and manage the various dimensions of the business as a whole.

## Research Method

This research was conducted using a literature study approach as the main method to analyze how PT Indofood transformed its marketing strategy in facing the challenges of globalization. This method was chosen because literature studies allow researchers to explore various information that has been available in the form of written documents, so as to provide a comprehensive picture of the phenomenon being studied. The data collected comes from relevant secondary sources, such as scientific journals that discuss global marketing strategies, PT Indofood's annual reports that provide in-depth information about the company's performance and innovation, academic articles that review various aspects of digital transformation, as well as other publications deemed relevant to the topic of this research.

This literature study aims to explore how PT Indofood implements innovative and responsive marketing strategies, especially in the face of changes caused by globalization and the development of digital technology. The focus of this research is to understand the strategic steps taken by the company in adjusting to external challenges, such as global competition, changing consumer preferences, and technological advances. In addition, this research also aims to identify the key components in the marketing strategy that contribute to the successful transformation of PT Indofood in the international market. The analysis in this study was conducted through a process of carefully reading the various sources of information available, comparing data from different sources to find similarities or differences, and synthesizing the information to build a deeper and more integrated understanding. This analysis process does not only aim to collect data, but also to interpret the patterns that emerge in PT Indofood's marketing strategy. In this way, the researcher can identify innovative steps taken by the company in creating a marketing strategy that is adaptive to global market changes.

To describe the findings in this study, a descriptive technique was used to explain in detail the patterns found in PT Indofood's marketing strategy. This technique helps researchers to provide a clear and structured picture of the product innovations made by the company, how digital technology integration is used to increase competitiveness, and how the company manages the challenges arising from globalization. Thus, this research is expected to provide a comprehensive insight into PT Indofood's strategic approach in facing the era of globalization and digital transformation.



## Result and Discussion

PT Indofood Sukses Makmur Tbk has successfully transformed its marketing strategy to overcome the challenges of globalization and accelerated digitalization by taking advantage of the changing dynamics of the business environment, both external and internal. The company understands the influence of globalization on changes in consumption patterns and competition, so it innovates through product development that suits global consumer preferences, such as healthy and organic products. Indofood also maximizes digital technology to strengthen distribution, including adopting a digital-based supply chain and partnering with e-commerce platforms such as Tokopedia and Shopee to expand market reach. Digital-based marketing is a priority by shifting promotional campaigns to social media and utilizing data analytics to create more personalized marketing strategies. Product innovation is also key for Indofood in maintaining global competitiveness. The company launched local products packaged with a global approach and diversified its products to target the premium and health segments. In building brand strength, Indofood actively runs global campaigns to strengthen Indonesia's brand image in international markets and engages in social responsibility programs to increase customer loyalty. Internally, Indofood maximizes excellence in manufacturing processes to meet global market demands and continues to invest in research and development to drive product innovation. With this strategy, Indofood demonstrates high adaptability in managing innovation, digitalization, and branding to remain competitive in the era of globalization and digitalization.

The success of PT Indofood Sukses Makmur Tbk in implementing marketing strategy transformation to build competitive advantage in the era of globalization is supported by various strategic factors. One of them is product innovation that continues to be developed, with a focus on local preferences and global market needs, such as health-based products and premium segments. The use of digital technology is also an important element, including the use of data analytics to understand consumer behavior, more personalized marketing, and efficient distribution through e-commerce platforms. Indofood has also strengthened its branding through global campaigns and social responsibility (CSR) programs that have successfully enhanced the brand's positive image in both domestic and international markets. Adaptability to global market dynamics is realized through flexibility in marketing strategies and partnerships with local and global partners. In addition, operational excellence, such as efficient manufacturing and digital-based supply chain integration, strengthens the company's competitiveness. Investment support in research and development (R&D) and human resource management also play a key role in driving continuous innovation. All these factors demonstrate Indofood's ability to overcome the challenges of globalization and maintain its competitiveness in an increasingly competitive market.

Indofood, one of the largest food companies in Indonesia, has managed to achieve its success through the right strategy. In an increasingly complex era of globalization, large companies like Indofood must constantly innovate and adapt to maintain their position in

the market. Therefore, Indofood has become one of the examples of companies that have successfully faced the challenges of globalization and achieved success. Indofood has achieved success by using various strategies, including glocalization strategies that allow the company to tailor its products to the needs of the local market and develop relevant and unique products. In addition, the company has also used digital technology to improve the efficiency and productivity of its operations. Here are some of the approaches Indofood has used to succeed.

### **1. Glocalization Strategy**

The glocalization strategy implemented by Indofood is a strategic move that combines global excellence with local sensitivity. Through this approach, Indofood maintains its global image as an internationally recognized producer of quality food, while remaining responsive to the needs and desires of consumers in local markets. For example, Indomie's variety of flavors tailored to local preferences, such as spicy fried noodle flavors in Africa or curry noodle flavors in Southeast Asia, demonstrate careful adaptation to each region's culinary culture. This not only increases the product's relevance in the local market but also strengthens Indofood's brand as a company that is able to understand and respond to cultural diversity. This approach also creates operational efficiencies as it allows Indofood to utilize global supply chains, but with the flexibility of local production. By customizing flavors, packaging, and even marketing strategies based on target markets, Indofood has been able to reach a wider segment of consumers without losing its identity as a global brand. This strategy also opens up opportunities for Indofood to enter into new markets in a more subtle way that is well received by local communities, increasing its competitiveness in a sustainable manner.

### **2. Product innovation**

Innovation is the backbone of Indofood's success in maintaining its dominant position in the food market. Product innovation strategies are systematically implemented to bring something new, unique, and relevant to consumer needs. For example, developing Indomie products with specific regional flavors, such as rendang, soto betawi, or ayam geprek, not only adds to the variety of choices but also brings Indonesia's culinary richness to the global stage. This innovation creates value for consumers by bringing a sense of nostalgia while offering a new experience. In addition, Indofood is also diversifying its products by expanding categories, such as introducing healthy low-MSG or organic-based products to meet the needs of more health-conscious market segments. This demonstrates Indofood's flexibility in responding to changing consumer trends driven by both modern lifestyles and health consciousness. In addition to creating new appeal, product innovation also supports business sustainability by enabling Indofood to remain relevant in an increasingly competitive environment. Continuous product innovation enables Indofood to remain competitive in a dynamic market. By launching new products oriented towards consumer trends, such as healthy or plant-based foods, Indofood can adjust to changing consumer preferences. In addition, this innovation strategy helps the company to stay at the forefront, creating new opportunities and strengthening the brand's position in the market.

### 3. Utilization of Digital Technology

In the digital era, Indofood optimally utilizes technology to support business processes and marketing strategies. By utilizing big data, Indofood can collect and analyze real-time consumer behavior data, such as purchasing patterns, taste preferences, and responses to certain promotions. This information is used to design products, determine prices, and design more targeted and effective marketing campaigns. In addition, Indofood actively utilizes digital platforms such as e-commerce to expand the distribution reach of its products. By collaborating with online shopping platforms, Indofood not only reaches urban consumers but also consumers in remote areas that may be difficult to reach through traditional distribution networks. Social media presence is also an important element in Indofood's digital strategy, where they use these platforms to interact directly with consumers, build brand awareness, and strengthen customer loyalty. Creative and interactive digital campaigns help Indofood stay relevant in the eyes of the younger generation, which is one of the largest consumer segments today. The use of digital technology also allows Indofood to obtain consumer feedback more quickly. The ability to collect and analyze data in real-time helps the company to make more informed decisions in responding to market demand and improving consumer experience. In addition, Indofood's presence on various digital platforms strengthens its connection with consumers, especially with the younger generation who are more connected online.

### 4. Human Resource Development

To ensure the sustainability of its business strategy, Indofood focuses on human resource development as one of the company's key pillars. Comprehensive training programs are designed to improve employee competencies in various areas, including technology, digital marketing, management, and product innovation. For example, technology-based training helps employees understand how to utilize digital tools and big data in business decision-making. In addition to technical training, Indofood also instills an innovative and adaptive work culture, where employees are encouraged to think creatively and proactively in facing challenges. This investment in HR development not only improves individual capabilities but also creates a resilient and collaborative team, capable of supporting Indofood's business transformation in the era of globalization. With competent human resources, Indofood has a competitive advantage in responding to fast-changing market dynamics, both locally and globally. In achieving its success, Indofood has demonstrated the ability to adapt and innovate in the face of globalization challenges. Through effective strategies, the company has managed to maintain its position in the market and improve its competitiveness. Globalization strategies, product innovation, utilization of digital technology, and human resource development have been key to Indofood's success in achieving its business goals. As such, Indofood has set an example for other companies seeking to achieve success through effective and innovative strategies. HR development is becoming increasingly important in this ever-evolving world, as skilled employees can provide a significant competitive advantage in the face of market dynamics. Indofood ensures that employees are continuously trained to enhance their capabilities,



particularly in the areas of technology and innovation. This training program enables them to adapt quickly to market changes and maintain the company's operational efficiency.

In this way, Indofood has been able to achieve its success thanks to appropriate and effective strategies. These strategies have not only helped the company maintain its position in the market but have also allowed Indofood to continue to grow and improve its competitiveness. This success can be seen in the company's ability to adapt to global trends while maintaining the local values that are its strengths. As a result, Indofood can serve as an example for other companies seeking to achieve success through effective and innovative strategies. By understanding the strategies that Indofood has implemented, other companies can learn from its success and develop strategies that meet their own needs and goals.

### **International Collaboration**

International partnerships are strategic collaborations between organizations from different countries that aim to achieve mutually beneficial outcomes in various sectors, be it economic, political, or social. In the business world, this cooperation allows companies to capitalize on each other's advantages, such as access to global markets, advanced technology, wider distribution networks, or more diverse resources, which in turn results in greater benefits. This strategy has become crucial for companies to expand market share, increase competitiveness, and access new resources amidst the era of rapid globalization.

As one of the major players in Indonesia's food and beverage industry, PT Indofood Sukses Makmur Tbk has successfully implemented a strategy of international partnerships with global companies such as PepsiCo and Nestlé. These collaborations not only strengthen Indofood's position in the domestic market but also provide access to the latest technology, product innovations, and better international business standards. Although the partnership with PepsiCo ends in 2021, Indofood has been able to optimize the experience to continue developing its products. Meanwhile, the ongoing cooperation with Nestlé helps Indofood in the distribution of quality dairy and baby food products to consumers in Indonesia.

The following are the International Cooperation Licenses that have been carried out by PT Indofood CBP Sukses Makmur Tbk:

#### **1. Collaboration with PepsiCo**

PT Indofood CBP Sukses Makmur Tbk, a subsidiary of Indofood, has built a strategic partnership with PepsiCo, one of the largest food and beverage companies in the world. This collaboration includes the production and distribution of various popular products, such as:

- Beverages: Pepsi, Mirinda, 7Up, and Mountain Dew.
- Snacks: Lays, Cheetos, and Doritos.

In this partnership, Indofood acted as both manufacturer and distributor in Indonesia, utilizing its extensive distribution network to reach various regions, including remote areas. Afterward, Indofood shifted its focus to developing local products such as Chitato, Qtela, and other brands to compete in the domestic market.

## 2. Collaboration with Nestlé

Indofood also established a partnership with Nestlé, a leading global food and beverage company. This partnership focuses on:

- Dairy Products: Distribution of sweetened condensed milk such as Bear Brand and Carnation.
- Baby Food: Production and distribution of baby food with research and technology support from Nestlé to fulfill the nutritional needs of Indonesian children.

Through this collaboration, Indofood utilizes Nestlé's expertise in nutritional product development, while Nestlé leverages Indofood's distribution network to reach the diverse Indonesian market. Indofood's collaborations with these global companies demonstrate its ability to be a reliable strategic partner. Although the collaboration with PepsiCo has ended, Indofood remains committed to delivering quality products that meet the needs of local consumers.

## Sustainability and Development Through Partnerships

Indofood's international partnerships play an important role in expanding its market reach and enhancing its technological capabilities, strengthening its competitiveness in the global market. Despite the end of its partnership with PepsiCo, Indofood has demonstrated its ability to adapt by introducing local products, such as Chisato and Qtela, which are increasingly popular in Indonesia. These products are designed with local tastes in mind, while still responding to evolving trend changes, demonstrating that Indofood can survive and innovate even without a major global partner. Indofood's success in developing these local products reflects that the company is not only dependent on international partnerships but also has the potential to create products that suit the needs of the domestic market.

On the other hand, the continued cooperation with Nestlé opens up great opportunities for Indofood to create nutritious products, especially in the milk and baby food categories. In this case, Nestlé provides expertise in product research and development, while Indofood utilizes its extensive distribution network to reach various regions in Indonesia. This partnership enables Indofood to provide quality products that not only meet high nutritional standards but are also tailored to the needs of the Indonesian market which is increasingly concerned with nutritional quality.

By combining the research and development of these products with Indofood's efficient distribution, the company can offer innovative products that are relevant to consumer demands. This partnership shows how two big companies can complement each other to produce better solutions for consumers.

In addition to product development, this international collaboration also allows Indofood to increase its production and distribution capacity. By adopting more modern technology and logistics management systems through these partnerships, Indofood can improve its supply chain efficiency. The collaboration also provides an opportunity for the company to adopt higher operational standards, which is increasingly important in the face of global competition. Through these strategic partnerships, Indofood can continue to focus on sustainability and innovation. Collaboration with global companies not only strengthens

Indofood's competitiveness but also paves the way for the company to adapt to global trends in technology, consumer preferences, and industry regulations. By staying focused on product development and operational sustainability, Indofood can maintain its position as a market leader in Indonesia and continue to strengthen its global brand image.

## Conclusion

To meet the challenges of globalization and to expand its market reach, PT Indofood Sukses Makmur Tbk has made successful use of international cooperation. Indofood used partnerships with international companies such as PepsiCo and Nestlé to gain access to technology, innovation, and international distribution networks, which helped strengthen its position in the domestic market. Although the partnership with PepsiCo ended, Indofood was still able to use the experience to focus on developing local brands such as Chitato and Qtela, which allowed it to compete in the domestic snacks market. Meanwhile, the partnership with Nestlé continued. Through its glocalization strategy, product innovation, use of digital technology, and human resource development, Indofood has successfully met the needs of the local market and maintained its global competitiveness.

Indofood should build new collaborations with other global companies to continue to grow, especially in the emerging market of health and sustainability-based products. In addition, Indofood should strengthen the integration of digital technologies such as big data and artificial intelligence to be more efficient and better understand consumer behavior. A focus on local culture-based product innovation has the potential to differentiate Indofood in the global market. Conversely, training that matches contemporary industry needs such as e-commerce and data analytics is needed to sustain human capital development. Indofood can also look to new markets with high growth potential in Southeast Asia and Africa. Indofood can maintain its sustainability and enhance its position as a major player in the food and beverage industry worldwide with this strategy.

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