



SWOT Analysis for XYZ Shipping Services Competitive Advantage

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Abstract: This study aims to analyze the competitive advantages of XYZ delivery services using the SWOT approach. The method used is qualitative descriptive with literature studies as the main data source. The results of the analysis show that XYZ has strengths in the form of service speed, extensive distribution network, and integrated digital system. Weaknesses include low responsiveness of services and a conventional warehouse system. Opportunities come from the growth of e-commerce, logistics digitalization, and government policy support. Threats faced include price competition, technological risks, and regulatory changes. Based on these results, SO, ST, WO, and WT strategies were formulated that focus on optimizing strength, strengthening innovation, modernizing systems, and mitigating operational risks. This strategy is expected to increase its competitive position and support the sustainability of XYZ's business in the highly competitive delivery service industry.

Keywords: SWOT analysis, Delivery services, Competitive advantage, Business strategy.

INTRODUCTION

The rapid growth of e-commerce in Indonesia has driven a surge in demand for fast and efficient logistics and freight delivery services. In this ecosystem, XYZ delivery service companies are an important element in supporting the smooth flow of online buying and selling transactions. XYZ shipping services offer shipping services that target high speeds. However, with the rise of competitors offering similar services, companies are required to devise strategies that not only retain current customers, but also reach a wider market.

Today, the main challenges in the industry are price wars, operational pressures, and dynamic technological change. In the midst of this situation, companies need to align their internal capabilities with available market opportunities, while mitigating external risks. Therefore, the mapping of strengths, weaknesses, opportunities, and threats (SWOT) is an important instrument for developing a long-term strategy that is right on target.

Competitive strategies cannot rely only on cost efficiency, but also need to integrate service differentiation and digital adaptation across the board. Previous studies have proven that the successful implementation of the SWOT strategy is able to increase the competitiveness of companies in the service and distribution sectors, including the expedition

sector (Salsabilla & Ali, 2024), (Dian Firmansyah & Ali, 2024). This makes SWOT analysis a relevant approach to apply in XYZ shipping services.

Based on the background The objectives of this study are :

1. Identify internal and external factors that affect the competitiveness of XYZ shipping services.
2. Formulate strategies that can improve the company's competitive position in the long term through a SWOT framework.
3. Recommend relevant strategies through SO, ST, WO, and WT strategies, in order to improve the company's competitive position and business sustainability in the long term.

With this goal, it is hoped that the company can develop a strategy based on strengths and opportunities, as well as anticipate weaknesses and threats that have the potential to hinder business growth.

METHOD

This study uses a descriptive qualitative approach with the literature study method as the main data collection technique. Data is obtained from secondary sources such as scientific articles, logistics industry reports, and media publications. The literature search covers topics related to competitive strategy, logistics management, and innovation in digital expedition services.

The data analysis technique used is SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. This step includes the identification of internal and external factors, as well as the preparation of a SWOT matrix that produces four types of strategies: SO (*Strengths-Opportunities*) Strategy, ST Strategy (*Strengths-Threats*), WO Strategy (*Weaknesses-Opportunities*), WT Strategy (*Weaknesses-Threats*). The SWOT method has proven effective in formulating strategies in various sectors, including logistics and distribution services (Rizky Pratama & Ali, 2024), (Mulyana & Ali, 2024).

With this approach, the results of the analysis are expected to provide strategic guidance for XYZ delivery service management in setting business development priorities.

RESULT AND DISSCUSION

Result

Based on the background, objectives, and methods that have been described in this article, the following results were obtained:

Competitive Advantage

Competitive advantage is a strategic position that gives companies the ability to appear superior to competitors in the market. This position can be obtained through various means, such as product innovation, excellent customer service, efficiency in operational processes, and a deep understanding of market needs. In today's fast-changing and competitive era of business competition, having a competitive advantage is a key element to ensure the survival and development of the company in the long term.

Competitive advantage can be strengthened through an entrepreneurial and innovation approach. They explained that entrepreneurial aspects, such as courage to take risks, proactive attitudes, and creativity, are the main factors that encourage the formation of competitive advantage. The innovations that emerge from this approach are significant differentiators that are able to increase the perception of the company's value in the eyes of customers.

The service quality factor also plays a crucial role in strengthening competitive advantage. High-quality service is able to increase customer satisfaction and loyalty, making it a competitive advantage that is difficult to match. In addition, good human resource management and effectiveness in management also help companies to more adaptable and survive competition in the market.

A precisely designed competitive strategy can result in continuous excellence and maintain the stability of organizational performance in the long run. Therefore, competitive advantage is the result of careful strategic planning, based on an in-depth analysis of internal and external conditions, and directed at sustainable development through innovation and adaptation to environmental dynamics.

Competitive strategies have been studied thoroughly by previous researchers, including (Afif Maula Ibrahim, 2023), (Ibrahim & Ali, 2023), (Sari1 & Hapzi Ali2, 2019).

Competitive Advantage of XYZ Shipping Services

XYZ delivery services company has managed to build a competitive advantage through a strategy that integrates technology, service innovation, and operational efficiency. Digitalization such as real-time tracking, integration with e-commerce, and app-based customer service are the main strengths. Superior services such as same-day delivery, instant courier, and eco-friendly fleets reinforce differentiation in the market.

This success is in line with the principle of competitive advantage, which is a strategy that utilizes strengths and opportunities, and is able to manage weaknesses and threats. XYZ's strategy focuses on creating added value that is difficult to replicate and is oriented to customer needs. Value-based marketing, product quality, and service also contribute to building consumer loyalty and maintaining the market. XYZ not only responds to trends, but also leads by creating new needs through technology-based services and environmental concerns.

The integration of product and service strategies strengthens the company's competitive position. Innovation is an important mediator between strategy and improving marketing performance. The combination of technology, innovation, service quality, and customer orientation is the key to XYZ's success in the competitive delivery service industry.

The competitive advantages of Delivery Services have been studied thoroughly by previous researchers, including (Nasih et al., 2020), (Rizky Pratama & Ali, 2024), (Yulianingsih et al., 2021)

1. Identify internal and external factors that affect the competitiveness of XYZ shipping services.

XYZ Strength

XYZ has various advantages that support its position in the shipping services industry. One of the company's main strengths is the speed of service which is an attraction for customers. The company provides a variety of services such as regular, express, and cargo tailored to market needs. Digital integration with e-commerce platforms simplifies the process of ordering and tracking goods in real-time. The use of advanced information technology systems increases operational efficiency as well as customer satisfaction. The extensive distribution network allows XYZ delivery services to serve both urban and remote areas. App-based customer service also strengthens consumer loyalty and trust. Internal strengths such as service innovation and system quality are key factors in building a competitive advantage. By prioritizing a strategy that focuses on quality and innovation, XYZ delivery services are able to maintain their position in the midst of fierce competition in the logistics industry.

The strength of XYZ has been studied thoroughly by previous researchers, including (Rizky Pratama & Ali, 2024), (Astuti & Ali, 2024), and (Safira Wulandari Devianarko et al., 2023).

Kelemahan (Weaknesses) XYZ

Although XYZ delivery services show strong performance in various aspects, there are some drawbacks to be aware of. Service responsiveness that is perceived by customers to be less fast, as well as the problem of delivery delays that need to be overcome with process efficiency. In addition, there are still obstacles in handling consumer losses due to damaged or lost goods. Warehouse management systems that still use conventional methods such as Ms. Excel also have the potential to hinder accuracy and operational efficiency. In the midst of fierce competition with other logistics companies, PT XYZ needs to continue to innovate to remain competitive.

The weaknesses in XYZ have been thoroughly studied by previous researchers, including (Rizky Pratama & Ali, 2024), (Tandri et al., 2021), and (Aulia Suleman et al., 2023)

Peluang (Opportunities) XYZ

XYZ has great opportunities from the growth of e-commerce, the increasing need for logistics in the 3T (Disadvantaged, Frontier, Outermost) areas, and online shopping trends from MSMEs. Digitizing processes such as real-time tracking, warehouse management systems, and service automation can improve efficiency. Strategic partnerships with marketplaces, expansion into regional markets, and innovative services such as same-day delivery and eco-friendly delivery are added value. In addition, government support for national logistics, the development of AI and big data technology, and consumer awareness of fast and reliable services further strengthen the growth prospects of XYZ delivery services.

The opportunities in XYZ have been thoroughly studied by previous researchers, including (Ali et al., 2024), (Agustin & Ali, 2025), and (Rizky Pratama & Ali, 2024).

XYZ Threats

XYZ faces various threats amid increasingly fierce competition in the logistics industry. The emergence of many new players, including technology-based logistics startups, is suppressing prices and accelerating service innovation. Reliance on digital infrastructure is also a risk, especially in the event of a system outage or data leak. In addition, changes in government regulations related to logistics and taxation can affect operations and costs. Other challenges include rising fuel prices, traffic congestion in major cities, as well as increasingly high customer expectations for delivery speed and accuracy. If not anticipated, these factors can decrease competitiveness and customer satisfaction.

The threat to XYZ has been thoroughly studied by previous researchers, including (Aulia Suleman et al., 2023), (Prasetiawan1 et al., 2022), and (Andini & Ali, 2025).

Based on the results of the SWOT analysis that has been conducted, XYZ delivery services have the main strength in the speed of services and integrated digital systems, but still face challenges in service responsiveness and conventional warehouse management systems. Great opportunities come from digitalization trends, e-commerce growth, and government support for the logistics sector. On the other hand, companies also face serious threats such as price competition, reliance on digital infrastructure, and regulatory changes. Therefore, companies need to develop adaptive strategies that are able to optimize strengths and opportunities, while addressing these weaknesses and threats. The following table presents the SWOT strategy that can be applied by XYZ delivery services based on the results of the analysis:

Tabel 1. SWOT Analisis

	STRENGTH High speed of delivery service	WEAKNESSES Less fast service responsiveness
OPPORTUNITY Digitization of logistics	STRENGTH - OPPORTUNITY Optimization of digital services and distribution networks to expand the market	WEAKNESSES - OPPORTUNITY Digitization of warehouse systems & improvement of service systems
THREATS Fierce price competition	STRENGTH - THREATS Service innovation, instant courier and eco-friendly fleet to respond to competition	WEAKNESSES - THREATS Strengthening of the management system & mitigating the risk of third-party dependency

1. Formulate strategies that can improve the company's competitive position in the long term through a SWOT framework.

Strategi SO (*Strength – Opportunity*):

Leveraging the power of fast service and extensive network to optimize growth opportunities for logistics digitalization and strategic partnerships.

Strategi ST (*Strength – Threats*):

Implement technological innovations in services and delivery to compete with new companies and overcome operational cost pressures.

Strategi WO (*Weaknesses – Opportunity*):

Modernizing the warehouse system and improving the digital-based service system to overcome internal weaknesses.

Strategi WT (*Weaknesses – Threats*):

Develop risk management systems, operational SOPs, and staff training to minimize the impact of threats and strengthen competitiveness.

Discussion

Based on theoretical studies and relevant articles, SWOT analysis is an effective strategic tool in formulating competitive advantages. The analysis shows that XYZ delivery services have strengths in service speed, extensive distribution network, and digital technology integration. However, weaknesses such as low service responsiveness and manual warehouse systems need to be fixed immediately so as not to hinder efficiency.

Opportunities arise from the growth of e-commerce, logistics digitalization trends, and government support for the distribution sector. On the other hand, threats such as price competition, disruptive technologies, and regulatory changes require adaptive strategies. With a SWOT approach, companies can strategize innovation-based and risk management to sustainably maintain a competitive advantage in a highly competitive shipping industry.

SWOT Analysis

SWOT analysis is the systematic identification of various factors to formulate a company's strategy. A strategy planning method used to evaluate strengths, weaknesses, opportunities, and threats in a project or a business speculation. These four factors make up the acronym SWOT (*strengths, weaknesses, opportunities, threats*). SWOT stands for Internal *Strengths* and *Weaknesses* environment as well as the external environment *Opportunities* and *Threats* faced by the business world. (Mashuri, Dwi Nurjannah 2020).

1. *Strength* is a key for a company to survive in competition with other companies so that it has an impact on an advantage for the company itself.
2. *Weaknesses* Weaknesses are internal limitations or shortcomings that can hinder the company's performance. Examples are inefficient operational systems, technological limitations, low quality of customer service, or suboptimal human resources.
3. *Opportunities* Opportunities are external conditions that companies can use to develop their business. This factor can come from technological developments, market growth, changes in consumer trends, or government policy support.
4. *Threats* are challenges or risks from the external environment that can disrupt the stability and growth of a business. This threat can be in the form of increasingly fierce competition, regulatory changes, economic fluctuations, or technological disruptions.

SWOT analysis has been studied thoroughly by previous researchers, including (Mashuri & Nurjannah, 2020), (Shobirin et al., 2019).

Tabel 2. Matriks SWOT Perusahaan Jasa Pengiriman XYZ

<div style="text-align: center;"> <div>Internal Factors</div> <div>External Factors</div> </div>	Strengths (S)	Weaknesses (W)
	<ol style="list-style-type: none"> 1. High speed of delivery service. 2. Extensive distribution network and partners. 3. Integrated digital system (real-time tracking, application). 4. Service innovations such as same-day delivery and eco-friendly fleets. 	<ol style="list-style-type: none"> 1. Service responsiveness is less fast. 2. Late delivery issues and consumer losses. 3. Warehouse management is still conventional. 4. Dependence on third-party technologies.
Opportunities (O)	Strengths – Opportunities (SO)	Strengths – Threats (ST)
<ol style="list-style-type: none"> 1. The growth of e-commerce and digital logistics. 2. High demand from 3T and MSME areas. 3. Government support for national logistics. 4. The development of AI and big data technology. 	<ol style="list-style-type: none"> 1. Optimization of digital services and distribution networks for market expansion. 2. Expand services to regional markets with innovative services such as same-day delivery. 	<ol style="list-style-type: none"> 1. Service innovation and use of instant couriers and eco-friendly fleets for competitive advantage. 2. Implementation of digital risk management systems and system backups. 3. Rapid adaptation to policy changes through system

	3. Strengthening strategic partnerships with marketplaces and e-commerce 4. Development of AI tracking systems for operational optimization.	and service innovation 4. Data integration and automated route planning for cost efficiency.
Threats (T) 1. Fierce price competition and the number of new players. 2. Reliance on digital infrastructure & data security risks. 3. Regulatory and tax changes. 4. Fuel price increases and traffic jams.	Weaknesses – Opportunities (WO) 1. Modernization of digital-based warehouse systems. 2. Improved digital customer service system. 3. Technology partnerships for operational efficiency. 4. Adapt technology to reduce dependence on third parties.	Weaknesses – Threats (WT) 1. Development of operational SOPs and staff training to improve quality. 2. Strengthening risk management systems for mitigation against digital disruptions. 3. Diversify services to comply with regulations and remain competitive. 4. The use of automation technology for efficiency and reduction of logistics costs.

Alternatives to this SWOT strategy include:

1. SO Strategy (*Strength – Opportunity*)

Expanding the Market through Service Digitalization:

- Optimizing the power of fast services and real-time tracking systems to expand penetration into the e-commerce and MSME markets of the 3T region.
- Strategic Partnership with Marketplace: Using an extensive distribution network and same-day delivery services to establish exclusive partnerships with major e-commerce.
- Eco-Friendly Fleet Development: Integrating an electric-based delivery fleet as an innovation that supports green logistics trends and attracts sustainable consumer segments.
- Utilization of AI Technology in Operations: Developing AI-based tracking systems and automation to optimize routes, reduce costs, and improve customer satisfaction.

2. ST Strategy (*Strength-Threats*)

Use internal power to address external threats.

- Adaptive Service and Delivery Innovation: Offering instant and flexible courier services to face the pressure of aggressive digital logistics startups.
- Strengthening Digital Backup and Security Systems: Developing a digital risk management system to address potential cyberattacks or technology failures.
- Adjustment of Strategy to Regulatory Changes: Adjust operational processes and financial reporting according to changes in government taxation/logistics policies.
- Automated Route Optimization: Using data and technology integration to avoid congestion and reduce fuel consumption, reducing operational costs.

3. WO Strategy (*Weakness – Opportunity*)

Reduce weaknesses by taking advantage of external opportunities.

- a. Warehouse System Modernization: Replacing Excel-based Warehouse management systems with cloud-based digital systems to improve accuracy and efficiency.
- b. Digital Customer Service Improvements: Added chatbot features and a 24/7 help center to improve service responsiveness that is currently lacking in speed.
- c. Collaboration with Technology Startups: Collaborate with technology partners to accelerate automated adoption and strengthen existing internal systems.
- d. Reduction of Third-Party Dependency: Gradually develop self-defense technology to reduce reliance on third-party providers in critical aspects such as tracking and delivery.

4. WT Strategy (*Weakness – Threats*)

Avoid external risks by fixing internal weaknesses.

- a. Development of Operational SOPs and HR Training: Creating service standards and courier training to improve accuracy and speed of delivery.
- b. Strengthening Risk Management System and Internal Audit: Establishing internal supervision and control systems to prevent operational errors and data leaks.
- c. Service Diversification: Providing additional services such as shipping of refrigerated goods or confidential documents to attract new segments and increase margins.
- d. Use of Cost and Logistics Automation Technology: Implement logistics software for route planning, inventory management, and cost tracking to be more efficient and adaptive to price pressures.

SWOT strategies have been thoroughly studied by previous researchers, including (Anasytasya et al., 2022), (Permana et al., 2021), and (Ningrum et al., 2021).

2. Recommend relevant strategies through SO, ST, WO, and WT strategies, in order to improve the company's competitive position and business sustainability in the long term.

Based on the results of the SWOT analysis conducted, the XYZ delivery service company chose to implement a combination strategy that includes SO (*Strengths–Opportunities*), ST (*Strengths–Threats*), WO (*Weaknesses–Opportunities*), and WT (*Weaknesses–Threats*) approaches to improve its competitive position and business sustainability in the long term. However, the strategy that is the top priority is the SO strategy, as the company has significant internal strengths such as service speed, extensive distribution network, and integrated digital systems. This power is used to capture various external opportunities such as the rapid growth of e-commerce, digitization of logistics processes, and government policy support. Some of the forms of implementation of the SO strategy implemented include optimizing digital services and distribution networks to expand market share, developing innovative services such as *same-day* delivery and instant courier, strategic partnerships with marketplace platforms, and utilizing artificial intelligence (AI)-based technology to improve operational efficiency. This approach supports the creation of a sustainable competitive advantage that is adaptive to market dynamics, as well as strengthening the company's position in the midst of increasingly competitive competition in the logistics industry.

CONCLUSION

1. Identifying the internal and external factors that affect the competitiveness of XYZ delivery services, the results of the analysis show that XYZ delivery services have strengths in service speeds, extensive distribution networks, and integrated digital systems. However, weaknesses are still found in terms of service responsiveness and warehouse management systems that are not yet modern. External opportunities include e-commerce growth, digitalization trends, and government support, while threats include price competition, technology risks, and regulatory changes.
2. Formulating a strategy that can improve a company's competitive position in the long term through a SWOT framework is a strategy designed to include four approaches: SO strategy (harnessing strengths to seize opportunities), ST (facing threats with strength), WO (overcoming weaknesses with opportunities), and WT (minimizing weaknesses and facing threats). Each strategy is focused on strengthening services, digital efficiency, and adapting to the dynamics of the logistics industry.
3. Recommending relevant strategies to improve the company's competitive position and business sustainability in the long term is an SO (Strengths–Opportunities) strategy as a top priority because the company has dominant internal strengths. This strategy is carried out through service digitization, network expansion, environmentally friendly fleet development, and the use of AI-based technology. This approach supports a sustainable competitive advantage and is adaptive to changes in the national logistics market.

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