

THE INFLUENCE OF STRATEGIC PLANNING AND MARKET EXPANSION ON COMPANY PERFORMANCE PT. MENTARI MEGA MAKMUR LAMPUNG

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Abstract

This study aims to examine the effect of strategic planning and market expansion on the performance of PT. Mentari Mega Makmur Lampung. A quantitative approach was used as the research method. The population of the study consists of all employees and stakeholders involved in the research topic, totaling 30 respondents. The data used included both primary and secondary data. Data collection was conducted through interviews using a 5-point Likert scale-based questionnaire. Multiple linear regression analysis was performed using SPSS version 25 to support the research. The results showed that strategic planning has a positive but insignificant effect on company performance. Conversely, market expansion has a positive and significant effect on company performance. Simultaneously, strategic planning and market expansion demonstrate a significant influence on company performance.

Keywords: Strategic Planning, Market Expansion, Company Performance

1. Introduction

The rapid development of an increasingly dynamic business world requires a company to not only maintain its existence, but also continue to adapt to the right strategy, and improve its performance to face increasingly fierce business competition. The logistics industry, which has an important role in supporting global supply chains, continues to grow along with the growth of trade and demand for faster and more effective distribution. Based on data from the Association of Indonesian Logistics (ALI, 2024) the logistics industry in Indonesia is predicted to grow by 8%, indicating an opportunity for companies to expand their market share. However, the performance of companies in Indonesia is subject to fluctuations influenced by changes in the economy, technology, and government policies. So this growth also provides challenges such as operational improvements and resource management that affect company performance. A company's success is greatly influenced by its performance, specifically in the face of business competition. (Pasaribu & Affandi, 2020) suggests that company performance is something that is very important for organizations to evaluate the achievement of planned goals.

One of the issues faced by PT Mentari Mega Makmur at this time is the slow increase in company performance compared to competitors. The phenomenon that is happening in logistics or expedition companies is increasing competition, companies must compete not only through the local logistics industry, but also with large national and international industries that have greater capacity and more sophisticated technology. For example, large companies such as JNE, JnT, Tiki are involved in the logistics industry. PT Mentari Mega Makmur Lampung, as a smaller company compared to these competitors, faces difficulties in maintaining its market share and improving its performance amid

competition. Judging from the performance of JNE, which managed to record a growth spike of 20% in 2023, compared to PT Mentari Mega Makmur Lampung, which only grew by 2% in 2023, this figure is far below the growth of the logistics industry. In order to face competition, some experts encourage the influence of implementing strategic management that can improve company performance. (Andersen, 2000) emphasizes the close link between strategic planning and company performance.

Several previous studies have also highlighted the issues that occur on company performance. Such as (Nasution et al., 2023) regarding the influence of strategic planning is significant in a company's performance, emphasizing that companies need to carry out adaptive strategic planning to remain competitive in improving their performance. (Elisa, 2020) also emphasizes that strategic planning is very important, given the environmental changes that continue to occur. Although research (Rahman & Hirawati, 2022) explains business strategy does not affect performance but, simultaneously shows managerial ability and business strategy affect performance. So, other influences are needed to support the improvement of company performance to be more optimal. The research according to (Samudra et al., 2022) explains that "The right expansion strategy can expand the market and reach of the company so that it will increase company performance to the maximum". The explanation (Sono et al., 2023) regarding market expansion strategies affects company growth. In other words, the influence that occurs from market expansion can improve company performance.

PT Mentari Mega Makmur Lampung has a problem in improving its performance which only grew by 2%. Supply Chain Indonesia (SCI, 2024) states that although the logistics industry has great potential, companies still need to improve efficiency and effectiveness to compete and meet increasingly complex market demands. In addition, in a *Bisnis Indonesia* report, it was stated that logistics companies face challenges in operational efficiency as well as sub-optimal market expansion, even though the industry has great potential driven by the surge in e-commerce activities (Mudassir, 2023). These problems are also being faced by PT Mentari Mega Makmur. Although the company has been operating for several years, it is also facing increasing competition from the rise of larger national and international logistics companies. In this context, proper strategic planning and targeted market expansion are crucial to drive improvements in company performance.

In this study, researchers have selected several indicators as a measure of the success of each variable. How the effect of strategic planning and market expansion on the performance of PT Mentari Mega Makmur is the purpose of this study. Theoretically, it is hoped that this research is expected to serve as material and reference for research and development of theories related to strategic planning, market expansion, and company performance. Practically, it is expected to be able to provide suggestions for improving company management to improve company performance.

2. Theoretical Background

2.1 Company Performance

Company performance is an achievement within a company based on its authority and responsibility in order to achieve company goals in a legal and ethical manner. (Permata Sari, 2021) explains that "Management activities in each company determine company performance". (Patmarina & Erisna, 2012) it also explains that company performance refers to the degree to which the company has been successful in achieving the desired

results in its efforts to reach its goals. The indicators of company performance according to (Mardiyono, 2013) include:

- 1) Company reliability
- 2) Productivity
- 3) Sales growth

2.2 Market Expansion

Market expansion is a company's effort to expand its reach by entering new markets or geographic areas that have not been served. (Masluri et al., 2019) explains that the market expansion strategy in the service industry aims to take on new segments or new services and expand the customer base. Market expansion strategies help companies gain more customers and expand growth opportunities.

According to (Wahyu Rahmadania, 2019) market expansion indicators consist of:

- 1) Geographical Distance and Shape
- 2) Market Size and Purchasing Power
- 3) High Demand
- 4) Adaptation of Management and Marketing Strategies

2.3 Strategic Planning

According to (Elisa, 2020) strategic planning is the process of determining long-term programs and resource allocation. (Herold et al., 2019) argue that strategic planning ensures common goals are achieved by employees and other stakeholders with agreed results, in addition to adjusting the direction of the organization when changes occur. Thus, strategic planning is the process of setting the organization's long-term goals by analyzing the current situation, identifying strengths, weaknesses, and designing strategic steps to achieve them.

According to (Mardiyono, 2013) strategic planning indicators consist of:

- 1) Company mission
- 2) The goal to be achieved
- 3) Strategy selection and development
- 4) Determination of policy guidelines

2.4 Previous Research

Researchers chose five previous studies as comparison material for the results of the research to be carried out.

- 1) Research conducted by (Nasution et al., 2023) in the Journal of Management Science, Economics and Entrepreneurship found that there was a significant effect of strategic planning on company performance.
- 2) Based on the research by (Elisa, 2020) in the Journal of Shariah Economic Research with the title "The Effect of Strategic Planning and Company Performance on the Competitive Advantage of Muslim Clothing Stores in Pontianak City". The regression results show that the strategic planning variable is positive towards competitive advantage. Company performance is positive towards competitive advantage. On the other hand, strategic planning and company performance have a significant influence on increasing competitive advantage.
- 3) Further research researched by (Rahman & Hirawati, 2022) in the Journal of Creative Economy and Digital Business Management, states that business strategy does not affect the performance of MSMEs. Simultaneously, it shows that managerial ability

and business strategy significantly affect performance. Other variables besides strategic planning are needed to optimize company performance.

- 4) Research entitled “The Relationship between Strategic Planning, Market Expansion, Competitive Advantage to the Growth of Fashion Companies in West Java” was researched by (Sono et al., 2023) in the West Science Journal of Business and Management. This study found that strategic planning and market expansion have a significant positive relationship, and a significant relationship between strategic planning variables and competitive advantage. This study also found that the market expansion strategy made a significant contribution to business growth.
- 5) Research conducted by (Samudra et al., 2022), proves that the application of proper strategic management has a positive influence on company performance. The right expansion strategy can expand the market and reach of the company so that it will increase the company's performance to the maximum is also explained in this study.

2.5 Theoretical Framework

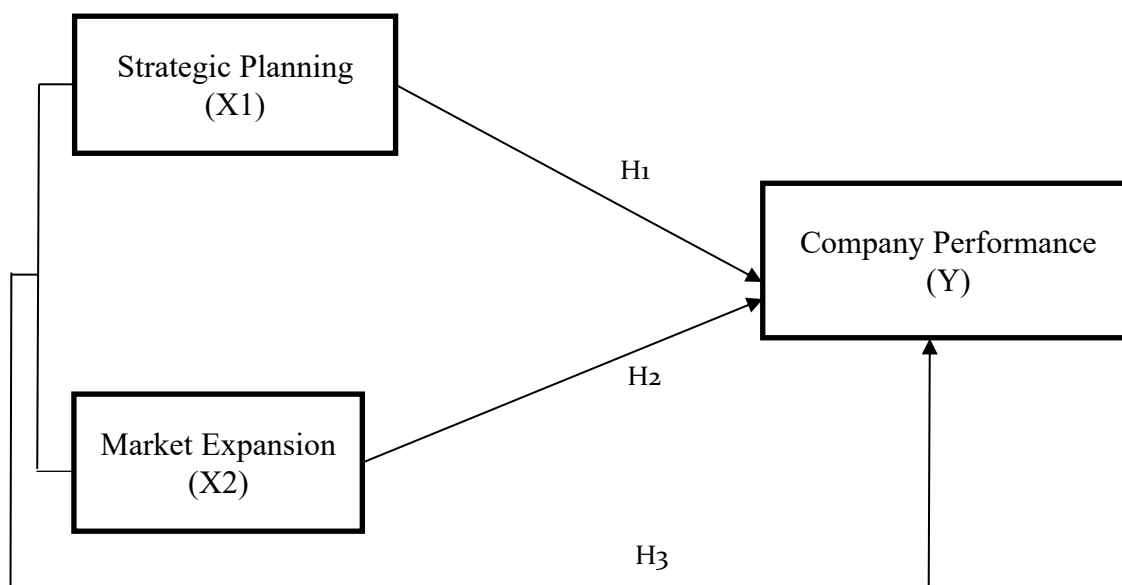


Figure 1. Theoretical Framework

2.6 Hypothesis Development

1) The Effect of Strategic Planning on Company Performance

Strategic planning is an important part of achieving company goals and assessing the development of the organization to achieve its goals in order to improve quality and productivity. According to (Elisa, 2020), companies can improve their performance, cope with change, and make effective strategies with the help of good strategic planning. The research also shows that strategic planning involves significant influence of competitive advantage. Although the research in this article does not directly test competitive advantage as the dependent variable, but company performance as the dependent variable.

H1: Strategic planning has a significant positive effect on company performance

2) The Effect of Market Expansion on Company Performance

According to (Masluri et al., 2019) the purpose of the market expansion strategy is to increase customer reach and increase market share through new markets. The results of

research (Sono et al., 2023) reveal that market expansion significantly affects company growth. This study uses company performance as a substitute for company growth because company performance includes broader elements, such as growth, operational efficiency, and achievement of strategic goals. Therefore, market expansion not only promotes market and sales growth, but also promotes the achievement of overall firm performance.

H2: Market Expansion has a significant positive effect on company performance

3) The Effect of Strategic Planning and Market Expansion on Firm Performance

Company performance is expected to be more influenced by strategic planning and market expansion variables. In this situation, strategic planning will provide a clear framework for the company to set the right steps in expanding the market, while successful market expansion will drive company revenue and growth. So the two work together and have a greater impact on the company's performance. Effective strategic planning and market expansion can enhance the company's market position and boost overall performance.

H3: Strategic Planning and Market Expansion have a positive and significant effect on firm performance.

3. Methods

3.1 Type of Research

Quantitative approach as a method used in this article. (Barusman & Amelia, 2021) the quantitative approach involves calculations and the use of quantitative analysis tools such as formulas, tools and analysis models to explain and conclude the meaning of these numbers. (Ramadhan, 2022) said "Quantitative research is a type of research that emphasizes the logic of hypothesis verification through testing to the field based on empirical data".

3.2 Data collection techniques

Primary data obtained directly from the object of research using data collection instruments applied to the subject as a source of information sought (Dunan & Habibburahman, 2020). Primary data collection was carried out through a structured questionnaire to 30 employees of PT Mentari Mega Makmur Lampung, with a 5-point Likert scale to measure perceptions related to strategic planning, market expansion, and company performance. Secondary data is obtained from parties other than researchers from the object of research (Dunan & Habibburahman, 2020). Secondary data comes from internal company documents, statistics from official bodies, and references from scientific journal articles or previous research reports.

3.3 Population and Sampling

The population comes from all employees, namely 30 people. The census method was used in this study. Arikunto states that research with a population of less than 100 people uses the census method (Wahyudi et al., 2023).

3.4 Data Testing Techniques

The effect of strategic planning variables and market expansion on company performance is measured through multiple linear regression analysis. Descriptive analysis will be explained to describe the characteristics of respondents. In addition, a frequency distribution table is carried out as a data presentation that describes the distribution of the

occurrence of a value based on the respondent's answer. Before the regression test, validity test and reliability test are conducted through Cronbach's alpha coefficient ($\alpha > 0.70$). Classical assumption test through normality test ($p \text{ value} > 0.05$), multicollinearity test, and heteroscedasticity test. And the coefficient of determination analysis measures the extent to which the independent variable is able to explain the difference in the dependent variable in the regression model. Each regression coefficient β_1 and β_2 is tested through the t test, and the regression model is tested with the f test. The regression model in multiple linear regression analysis is expressed in the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + et$$

Y = Company Performance
 α = Constant
 β_1 = Regression Coefficient for Strategic Planning (X_1)
 β_2 = Regression Coefficient for Market Expansion(X_2)
 X_1 = Strategic Planning
 X_2 = Market Expansion
 et = Error term

4. Results and Discussion

4.1 Validity Test

This study began with a validity test using a sample of 30 respondents. At a significance level of 5%, the rtable is 0.361. The value of rcount > rtable, the variable is considered valid, while rcount < rtable, the variable is declared invalid. In addition, the significance value (sig) < 0.05, the variable is valid. While the significance value (sig) > 0.05 is declared invalid. The results of the questionnaire for each variable consist of 30 statements, with 10 statements for each strategic planning variable, market expansion and company performance variables. The pearson correlation (rcount) result of more than rtable 0.361 indicates that all items in the questionnaire are valid. As an example of indicator X1.1 in the Strategic Planning variable shows an r-count value of 0.652 with a sig of 0.000, this value suggests that indicator X1.1 has a very good level of validity.

4.2 Reliability Test

The results of the validity test which have been considered valid in this study, will then be carried out a reliability test of each research variable that has been carried out. The following are the results of the reliability test in the table below using IBM SPSS 25:

Table 1. X1 Reliability Test Results

Number of Statement	Cronbach's Alpha	Condition	Information
10	0,844	0,7	Reliable

Source: Analysis results using SPSS v.25

Table 2. X2 Reliability Test Results

Number of Statement	Cronbach's Alpha	Condition	Information
10	0,769	0,7	Reliable

Source: Analysis results using SPSS v.25

Table 3. Y Reliability Test Results

Number of Statement	Cronbach's Alpha	Condition	Information
10	0,833	0,7	Reliable

Source: Analysis results using SPSS v.25

Based on table each variable tested in this study is reliable so that it is considered feasible to be used as an instrument for this study. With the results of Cronbach's Alpha the Strategic Planning variable (X1) of $0.844 > 0.70$, Market Expansion (X2) of $0.769 > 0.70$, and the Company Performance variable (Y) of $0.833 > 0.70$. the number of statements requires information.

4.3 Descriptive analysis

Descriptive statistical testing carried out on this research variable provides an overview of the data on each variable displayed as follows:

Table 4. Descriptive Analysis Test Results

	N	Minimum	Maximum	Mean	Std. Deviation
Total_X1	30	34	50	42.30	4.542
Total_x2	30	30	46	39.20	4.619
Total_Y	30	32	48	39.03	4.738
Valid N (listwise)	30				

Source: Analysis results using SPSS v.25

The data distribution in the descriptive test above is explained as follows:

- 1) Strategic Planning Variable (X1): based on the results in table 5. Stating, the average value on variable X1 is at 42,30, with a fairly consistent data distribution, indicated by a standard deviation of 4,542.
- 2) Market Expansion Variable (X2): the average value of the X2 variable is 39.20 with a standard deviation of 4.619. Although the results of the data distribution are slightly larger than the total X1, the results show that the distribution of data on this variable is relatively consistent.
- 3) Company Performance Variable (Y): this variable has the largest data distribution among the three variables with an average of 39.03 resulting in a standard deviation of 4.738. Even so, the level of variability is still reasonable and not too far from the average.

It can be concluded, the results show low variability in all research variables, seen from the relatively small standard deviation resulting in stable data in this study.

4.4 Frequency Distribution Analysis

Table 5. Frequency Distribution

NO	Strategic Planning (X1)				Market Expansion (X2)			Company Performance (Y)		
	Interval	Criteria	%	Frequency	Criteria	%	Frequency	Criteria	%	Frequency
1	10-17	Strongly Disagree	0%	0	Strongly Disagree	0%	0	Strongly Disagree	0%	0
2	18-25	Disagree	0%	0	Disagree	0%	0	Disagree	0%	0
3	26-33	Neutral	0%	0	Neutral	10%	3	Neutral	16,67%	5
4	34-41	Agree	40%	12	Agree	56,67%	17	Agree	0,00%	0
5	42-50	Strongly Agree	60%	18	Strongly Agree	0,00%	0	Strongly Agree	26,67%	8
Total			100%	30		67%	20		43%	13

Source: Data processed (2024)

- 1) The results of the frequency distribution of 30 respondents on the strategic planning variable (X1) show that the majority of 18 respondents or 60% chose the criteria "Strongly Agree" and "Agree" as many as 12 or 40%. In the market expansion variable (X2), the criteria most chosen by 17 or 56.67% were "Agree", followed by

“Strongly Agree” by 10 or 33.33%, and “Neutral” by 3 or 10%. Then, the company performance variable (Y) the dominant criterion is “Agree” as many as 17 or 56.67%, followed by “Strongly Agree” as many as 8 or 26.67% and “Neutral” as many as 5 or 16.67%.

- 2) The results of the calculation of the table of respondents' statements on the strategic planning variable questionnaire obtained the highest percentage of 89% at x1.2 (The company's mission is a guide in achieving strategic goals) and x1.3 (Every employee realizes the company's mission and understands his role in achieving that mission). Meanwhile, the market expansion variable at x2.8 (The company adjusts management strategies to adapt to new markets) is 88%. Meanwhile, the company performance variable obtained 82% at y10 (The company is able to maintain sales growth amid increasingly fierce competition), stating that the majority of respondents agree.

4.5 Classical Assumption Test

The normality test using the Kolmogorov-Smirnov approach produces Asymp. Sig. (2-tailed) with a value of 0.200 > 0.05, stating that the residuals are normally distributed. These results support the previous analysis of the histogram and P-Plot. In the multicollinearity test, the VIF value on Strategic Planning (X1) and Market Expansion (X2) is 1.149 < 10. The tolerance result of 0.870 > 0.1 states that the X1 and X2 variables do not occur multicollinearity between the independent variables. And the heteroscedasticity test through the scatterplot test shows that the distribution of residuals is random around the 0 axis which does not form a pattern, indicating that there is no heteroscedasticity problem (stable residual variance).

4.6 Multiple Linear Regression Analysis

Table 6. Multiple Regression Output Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	15.694	8.653		1.814	.081		
	Total_X1	.166	.188	.160	.885	.384	.870	1.149
	Total_x2	.416	.185	.405	2.249	.033	.870	1.149

a. Dependent Variable: Total_Y

Source: Analysis results using SPSS v.25

In table 6. it can be seen that the constant value (α) on the Company Performance variable (Y) is 15.694 and for the Strategic Planning variable (β_1 value) is 0.166, and the Market Expansion variable (β_2 value) is 0.416. Thus the multiple linear regression equation is obtained:

$$Y = 15,694 + 0,166X1 + 0,416X2$$

These results are described as below:

- 1) The company performance variable (Y) shows an α value of 15.694. This value indicates that when the strategic planning variable (X1) and market expansion (X2) have a value of 0, the company's performance (Y) still has a value of 15.694.
- 2) The regression coefficient of the Strategic Planning variable (X1) is 0.166, indicating that every time the value of 1 unit increases in variable X1, there is an increase in the value of Y by 0.166 if the Strategic Planning variable (X1) is constant.

- 3) The market expansion variable (X2) has a β value of 0.416. This means that if an increase of 1 unit in X2 increases the Y value by 0.416 under the same conditions.

4.7 Significance Test

4.7.1 t-test

Table 7. Multiple Regression Output Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.694	8.653		1.814	.081
	Total_X1	.166	.188	.160	.885	.384
	Total_x2	.416	.185	.405	2.249	.033

a. Dependent Variable: Total_Y

Source: Analysis results using SPSS v.25

Obtained t test on the strategic planning variable (X1) in the form of t-count value < t-table value, namely $0.885 < 2.05183$ and sig value of $0.384 > 0.05$. Therefore, H0 is accepted and H1 is rejected, indicating that the strategic planning variable (X1) has no significant effect on the company's performance variable (Y).

While the research results on the market expansion variable (X2) are H0 rejected and H2 accepted, with a t-count value > t-table value, namely $2.249 > 2.05183$ and a sig value of $0.033 < 0.05$. Shows partial influence on company performance (Y).

4.7.2 f-test

Table 8. Multiple Regression Output Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	153.906	2	76.953	4.180	.026 ^b
	Residual	497.061	27	18.410		
	Total	650.967	29			

a. Dependent Variable: Total_Y

b. Predictors: (Constant), Total_x2, Total_X1

Source: Analysis results using SPSS v.25

In accordance with the results of the ANOVA table above with the f-count value of $4.180 > f\text{-table}(2, 27, 0.05) 3.354$ and Sig value. $0.026 < 0.05$ then H0 is rejected then H3 is accepted. The f-test shows that simultaneously, the Strategic Planning (X1) and Market Expansion (X2) variables simultaneously affect the Company Performance (Y) variable.

4.7.3 Determination Coefficient Test

The R square test of 0.180 shows that the influence of strategic planning (X1) and market expansion (X2) is 18% on company performance (Y), with other variables

affecting the remaining 82%. These results indicate that the contribution of strategic planning and market expansion to company performance is still relatively low. This explains that companies need to evaluate and strengthen the strategic planning and market expansion currently implemented in order to have a more significant influence.

4.7.4 The Effect of Strategic Planning on Company Performance

Testing of the strategic planning variable (X1) explains the positive but insignificant effect on the company's performance variable (Y) as seen by the t-count test of 0.885 and the sign level. $0.384 > 0.05$, with a t-table value of 2.05183. The positive effect produced by strategic planning on company performance indicates that the implementation of strategic planning has the potential to support improved company performance.

4.7.5 The Effect of Market Expansion on Company Performance

The test conducted on the market expansion variable (X2) explains that the effect of the X2 variable shows positive and significant results partially on the company performance variable (Y). With a t-count > t-table value of $2.249 > 2.05183$ and a significance level of $0.033 < 0.05$. The effect of market expansion shows that companies that expand the market will be greater in improving company performance.

4.7.6 The Effect of Strategic Planning and Market Expansion on Company Performance

The outcomes of the f-test for the strategic planning variable (X1) and market expansion (X2) confirm the simultaneous influence of company performance variable (Y). The f-test indicates the f-count value of $4.180 > f\text{-table}(2, 27, 0.05) 3.354$ and Sig value. $0.026 < 0.05$. Simultaneously, strategic planning and market expansion have a greater influence on improving company performance. The simultaneous effect shows that the combination of strategic planning and market expansion together is able to have a greater influence than the influence of each variable.

5. Conclusion

The findings of the researchers explain that the implementation of strategic planning in PT Mentari Mega Makmur Lampung still needs to be improved to produce a more tangible effect on company performance. Efforts to expand market reach, either through new market penetration or increasing reach are more dominant factors in improving the performance of PT Mentari Mega Makmur Lampung. This means that the success of company performance is influenced by one aspect but the concurrent influence of strategic planning and effective market expansion. In general, although both variables have an influence on company performance, the difference in significance levels indicates a weakness in strategic planning that needs to be addressed to achieve maximum results.

Therefore, companies are advised to prioritize market expansion strategies and improve the effectiveness of strategic planning in order to have a more optimal impact on company performance. The relevance of this study can also provide a foundation for other company management in formulating effective and comprehensive policies to improve company performance. Further research is recommended to include other variables that have the opportunity to emphasize the influence on company performance. Research with different methods can also provide deeper and more comprehensive insights. In addition, research can be conducted in other sectors or industries to test the consistency of results and provide a broader perspective regarding variables that affect company performance.

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