

Lesson Learned in Developing and Implementing Global Business Strategy in Food and Beverages Companies: A Comparative Study

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Abstract

Developing and implementing global strategies have been applied by food and beverages companies. Some of the companies have proven and could lead their companies in global competition. Learning the strategies applied by several companies can be used as a reference for other similar companies to carry out their business strategies. This study aims to find out the global business strategies carried out by competing food and beverage companies to get above-average profits. This research is focused on the resources, capabilities, and core competencies of each company. The companies studied were Garudafood and Dua Kelinci in Pati Regency as their production center. Data collection uses Google's and Google Scholar's search engine by typing the keywords "Garudafood" and "Dua Kelinci"; and the secondary data related to company profile, products, market, distribution, and business strategies. This research uses a comparative analysis method by comparing two companies based on 5 stages of management: resources, capabilities, competitive advantage, attractive industries, and the formulation strategy of each company. The results showed that one of the strategies for competition in food and beverage companies in the global market is to diversify their products quickly and continuously so that consumers will get many choices of the products they need. In addition, the appropriate marketing strategy has a big impact on the company's profits.

Keywords:

Comparative analysis, Food and beverage companies, Global business strategy

1. Introduction

The food industry becomes a trending topic for today's society. Snacks are useful as a complement for people in many situations either formal or informal situations both of Indonesia and abroad. Likewise, peanut-based snacks are in great demand. In Pati Regency, two large companies are already worldwide. The companies

produce various snacks made from peanuts, chocolate, flour. PT. Garudafood Putra Putri Jaya (GPPJ) and PT. Dua Kelinci (DK) are two large companies in Pati regency with various snack products.

To maintain the existence and resilience of the company in the global business competition, two companies have their strategies. From the big companies PT. Garudafood and PT. Dua Kelinci, we can see the strategy applied to achieve an above-average return. Various strategies were carried out by both of them to achieve above-average returns. We can understand more about the two companies, starting with the profiles of each company.

Garudafood Putra Putri Jaya (GPPJ) is a combination of PT Tudung Putra Jaya, PT Garudafood Jaya, and PT Garuda Putra Putri Jaya. All of them merged in November 2000 (Garudafood, 2012). The purpose of GPPJ is to maintain the food safety, quality, and halalness of the products produced. At the beginning of its establishment, it produced products using peanut raw materials obtained from the Pati area and its surroundings. After acquiring PT. TriTeguh Manunggal Sejati, the company launched OKKY Jelly Drink. Then, starting in 2001, they sequentially launched new products with innovations including GERY wafer sticks, Pilus nuts, MounTea, Leo, Chocolatos, CLEVO, and various other products. Product variants generally consist of nuts, chips, pilus, biscuits, confectionery, milk drinks, chocolate drinks. The market of these products is domestic and abroad (international) (Garudafood, 2019). Its market coverage is in Asia, Middle East, the Netherlands, the United States, West Africa, and Australia. Because it was earlier established, GPJJ is the first company to penetrate the market in Indonesia nationally. In the production process, machines with high technology, oven machines which include drying machines and roasting machines are used, specially imported from Belgium and Germany. Besides this, the machines are specially designed according to the specific needs of the products. It developed and innovated continuously by striving to diversify products and apply new machines with modern technology (Garudafood, 2012). In 2019 GPJJ has produced an average of 3, 2 million kg and managed to sell its products worth IDR 8.4 trillion or up 4.84% from the previous year (Garudafood, 2020).

In the food and beverage business arena, GPJJ has a close competitor located in the same district. It is PT. Dua Kelinci. Dua Kelinci has vision to become the most popular snack food producer in Indonesia and become a pioneer in the perfection of food processing methods and business ethics. From its inception in 1972 under the name Sari Gurih, it emerged with the new branding "Dua Kelinci" in 1982. Starting in 2000 the production process uses modern technology. The development of new products starts by launching Sukro, Tic Tac, Kacang Koro, and Kacang Polong in 2005. Furthermore, other new products that are produced not only made from peanuts but also made from flour, such as chocolate, Deka Crepes, Tortilla Krip Krip, Sukro Oven, Kuaci Fuzo, Deka Mini Wafer, and Usagi Puff. These products have been successfully marketed in domestic and abroad. There are in Southeast Asia, China, the Middle East, Europe, America, and Africa. The Production process of PT. Dua Kelinci already has high-quality facilities such as Microbiology and Food Chemistry Laboratory with internationally certified, and it is organized by experienced food technologists and microbiologists. It also has Sensory Food Testing (Dua Kelinci, 2020). In 2019, PT. Dua Kelinci has produced an average of 1.9 million kg (Dua Kelinci, 2020).

By implementing various strategies, Garudafood and Dua Kelinci compete for above-average profits. To achieve this goal, the companies must develop an Industrial-Organizational Model (I/O), a resource development model, and a competent organizational capacity. Therefore, various aspects such as finance, capability and competitive advantage, attractive market, and development strategies to achieve excellence must be elaborated. It is to study the strategies of the two companies.

There was already research on the development and implementation of global business strategies. Takaki (2020) outlines the technological developments in each type of business, the development of production plants outside Japan, and the company's efforts to globally supply products of the same quality as those supplied in Japan. Otenko (2019) clarified the concept of business systems and developed a methodical approach to the analysis of business systems functioning conditions. Scheers (2018) explained about strategies of global recession for small business enterprises in emerging markets: Case of South Africa.

Based on previous research, none of them studied global strategies to commercialize the technology. Therefore, this paper provides an overview of the development and implementation of global business strategy for the commercialization of technology, based on a comparative study between the two companies.

In the face of global competition, companies engaged in snack foods must have strategies and patterns in dealing with them, so that they can survive and run their companies to the fullest. From the two companies, it is worth looking at the advantages and strategies of each in business global competition. The strategy is carried out to gain company profits. So, they can survive in the competitive arena in the food and beverage industry.

Furthermore, this paper provides an overview of the development and implementation of a global business strategy for the commercialization of technology, based on a comparative study between the two companies. In Indonesia, there is already research on the commercialization of technology. Aqidawati, et al (2020) explained about commercializing battery swap technology. Khofiyah et.al (2020) explained the global business strategy for commercializing a technology of drone. Istiqomah et.al (2020) explained the business strategy for commercializing an E-motor cycle technology. Yuniaristanto et.al (2014) explained the proposed commercialization of business process technology case study of electric car technology incubation. Aqidawati (2019) explained framework for formulating internal environment strengthening strategy for developing testing laboratories. Saputra (2018) discussed a real case study of a university spin-off that is owned by Sebelas Maret University for commercializing battery lithium. Erliza (2014) proposed the potential investment sector for industry development, target market, a proposition based approach, partnership network for Technopolis as a result of formulation strategy for promoting investment in Technopolis Region. This study aims to provide insight to food and soft drink companies in Indonesia who want to implement a global business strategy. Sutopo (2019) presented evidence on the relative efficiency of research commercialization in the university through the data envelopment analysis (DEA) model.

2. A Comparative Study Approaches

2.1. Global Business Strategy Concept

There are four basic strategies that multinational companies can follow in using the information to coordinate parent and subsidiary companies, namely (Prajanto, 2013):

1. Multinational strategy; the central company gives the subsidiaries the freedom to develop their products and practices and continues to provide financial reporting (decentralization). This strategy leads to slack control by the central company (headquarters), and the information system facilitates decentralization in strategic decision making and consists of stand-alone processes and databases (by subsidiaries).
2. Global Strategy
That is by gathering control in the central market the company tries to meet the needs and customers around the world with standard products.
3. International strategy; a mix of global strategy (centralization) and multinational strategy (decentralization). This strategy requires a management team in the parent company that has the knowledge and skills to penetrate the global market. This expertise provided by subsidiaries is used to adapt the company's products, processes, and strategies for its markets. With this strategy, we will use an inter-organizational system that connects the processes and databases of the core company with its subsidiaries.
4. Transnational strategy; the central company and all subsidiaries work together to formulate operating strategies and policies, coordinate logistics so the products reach the right market. Achievement of efficiency and global integration as well as flexibility at the local level.

First of all, to adopt a global strategy as part of a corporate management strategy, it is needed to analyze differences in internal and external business environments (Motohashi. K., 2015). Globalization in the world economy by using power in the political, cultural, and economic fields to promote an interdependent global environment and move towards a global system has driven many organizations and industries to become global (Buckley and Ghauri, 2004, and Kim et al., 2003).

2.2. Strategic Management Concept

In General, the strategic management process consists of three strategic stages. The first stage is strategic input which consists of the company's internal and external environment. The internal and external environment will produce the company's vision and mission. Then, the action strategy consists of strategy formulation and strategy implementation. The strategy formulation consists of 6 strategies there are business-level strategy, competitive competition, competitive rivalry and competitive dynamics, corporate-level strategy, acquisition and restructuring strategy, international strategy, and cooperation strategy. Next, it is the implementation of the strategy. There are 4 ways to implement the strategy, namely corporate governance, organizational structure and control, strategic leadership, and strategic entrepreneurship. When the action strategy is implemented well, then the next is the expected strategic outcome, which is an above-average return. (Hitt et al, 2007).

2.2.1. External Factors

External factors are influenced by three environments. There are the general environment, the industry environment, and the competitor's environment. The general environment has dimensions in the broader society that influence an industry and the firms within its demographic, economic, political/legal, sociocultural, technological, and global. Meanwhile, the industrial environment is the set of factors directly influencing a firm and its competitive actions and competitive responses. Factors in the industrial environment consist of the

Threat of new entrants, power of suppliers, power of buyers, threat of product substitutes, and intensity of rivalry among competitors. The competitor environment is focused on predicting the dynamics of competitors' actions, responses, and intentions.

Hitt et, al (2007) suggested in the opening case and by research, the external environment (which includes the industry in which a firm competes as well as those against whom it competes) affects the competitive actions and responses firms take to outperform competitors and earn above-average returns.

2.2.2. Internal Factor

We must also understand the strengths and weaknesses that come from the company's internal environment. This internal factor is influenced by Resources, Capabilities, and Core Competencies. Resources consist of company assets (people, values and brands) and company inputs (capital, brand, financial, talent). A collection and a series of resources will form the company's capabilities (Capabilities). Furthermore, capabilities become a source of core competencies.

2.3. Framework Selection

In this study, we tried to compare two companies engaged in the production of food and soft drinks. The two companies are PT. Garudafood and PT. Dua Kelinci. We use the concept of strategic management to analyze the business strategies of two companies in Figure 1. In comparing two companies, it uses 5 things in the concept of strategic management, namely resources, capability, competitive advantages, an attractive industries, strategy formulation, and implementation. After the comparison has resulted, the next step is concluding (business strategy) from the business strategies used by each company. It is ensured that the strategy taken by each company is a way to generate an above-average return. For more details, there is a framework as follows:

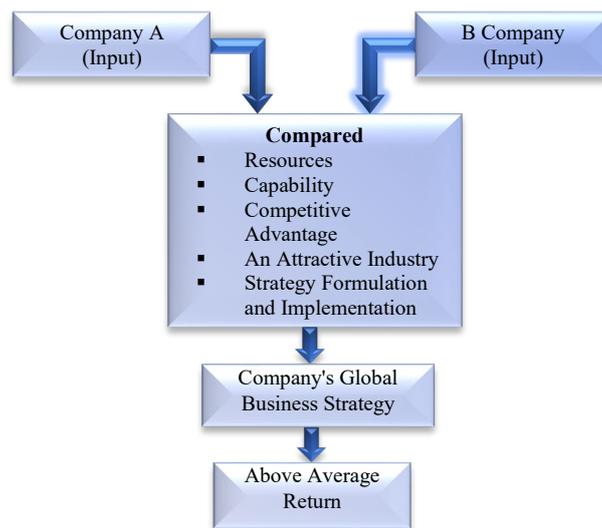


Figure 1. Comparative Study Framework

We use the concept of strategic management to analyze the business strategies of the two companies. There are five stages in the strategic management concept. Figure 2 explains the first stage, resources. It is Input into a firm's production process. The second stage is capability, it is the capacity of an integrated set of resources to integratively perform a task or activity. The third is competitive advantage that is about ability of a firm to outperform its rivals. Then an attractive industry is about opportunities that can be exploited by the firm's resources and capabilities. And the last stage is strategy formulation and implementation where strategic action taken to earn average returns.

The research methodology uses collected data by internet. In the data collection process, secondary data is obtained from data collection using the Google search engine and Google Scholar by typing the keywords "Garudafood" and "Dua Kelinci". The search is limited to a period of 10 years, 2011 – 2021. Based on the google search, resulted more than 1.2 million related to Garudafood, in the form of 36,900 videos, 14,400 news forms, and 483 doc forms. Then, more than 8.15 million results related to Dua Kelinci have been identified with video form 328,000, 65,500 news forms, and 5,060 doc forms. Meanwhile, using Google Scholar, there were

8,370 related to Garudafood and 10,600 related to Dua Kelinci. In addition, it also uses data from the 2019 Garuda Food annual report book. Meanwhile, the data from Dua Kelinci is very limited. Based on the search results, we only selected relevant literature, those are company profiles, business development strategies, annual achievements, production technology, and marketing strategies that were carried out to be discussed in this case study.

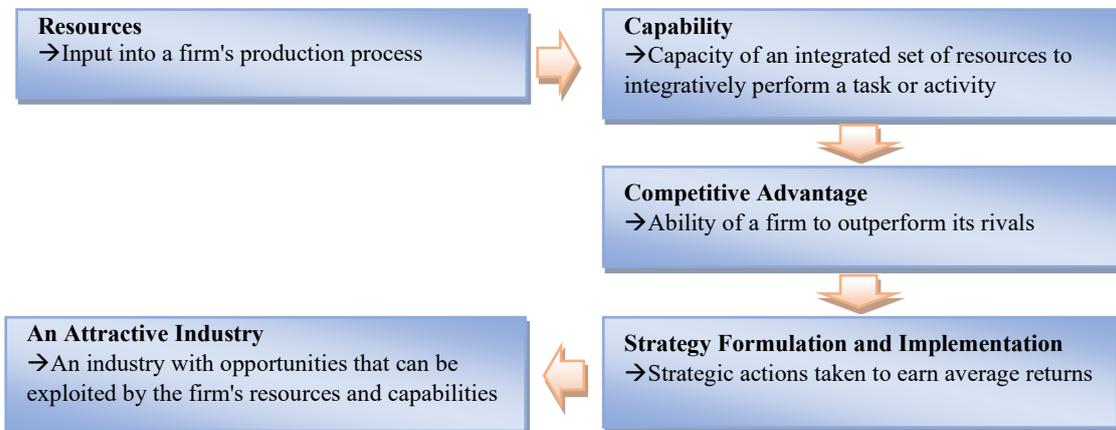


Figure 2. Management Stages

3. Result And Analysis

From the data we have collected, we can compare Garudafood and Dua Kelinci with the existing framework.

3.1. Product Comparison

Table 1 shows a brief comparison between the two products produced by Garudafood and Dua Kelinci.

Table 1. Comparison of peanut products

	Dua Kelinci	Garuda Food
Product Photos		
Packaging (Adhesive)	Has no seal (adhesive)	Has a seal (adhesive)
Packaging quality	Damaged easily	Looks slicker
Price	More expensive	Cheaper
Condition When opened	Nuts are easy to crush	Nuts are more regular

Source: <https://ekokacang.blogspot.com>

3.2. Resources and Capabilities

Regarding resources and capabilities, two companies, Garudafood and Dua Kelinci have their respective advantages as listed in Table 2. From the table, we can analyze the differences between the two companies in applying global business strategies. Garudafood has successfully run its corporate business and was able to penetrate the market early. Have a strong distribution pattern with the establishment of Sinar Niaga Sejahtera (SNS) as a special company that distributes Garuda Food products. The machines used are high-tech machines, oven drying machines, and special roasting machines imported from Belgium and Germany to increase the quality and quantity of production. This machine is used for drying wet beans (drying) and salted WIP beans (roasting). The working principle of this machine is to dry the beans to a certain water content limit to extend shelf life.

Table 2. Comparison of Garudafood and Dua Kelinci's resources and capabilities

Aspect	Dua Kelinci	Garudafood
Resources	<ul style="list-style-type: none"> - The number of employees is 6104 employees consisting of various divisions. - Has more than 80 product variants. (Nuraeni, 2015) - Location of PT. Dua Kelinci is located in Pati (Main Office), Surabaya, and Jakarta 	<ul style="list-style-type: none"> - The number of employees in the company and its subsidiaries is 12,078 employees. - 7 kinds of product categories with many products. - Currently, production facilities that are actively operating consist of two located in Pati, Central Java, one located in Gresik, East Java, and one located in Rancaekek Industrial Estate, Sumedang, West Java. - Own a distribution company SNS (Sinar Niaga Sejahtera) (Annual 2019) - Kacang Garuda, Okky Jelly, and Gery won the Indonesian Best Brand Award (IBBA) 2005 (<i>Book of Strategic Management of PT. Garuda Food</i>)
Capabilities	<ul style="list-style-type: none"> - PT. Dua Kelinci in 2019 has produced an average amount of 1.9 million kg (Dua Kelinci, 2020) - Production capacity 1,958,499 kg - Involving employees in the implementation of TQM in the company - has high qualities facilities such as Microbiology and Food Chemistry Laboratory with Internationally certified and it is organized by experienced food technologists and microbiologists - Has Sensory Food Testing. (https://duakelinci.com) - The use of technology in the washing process in the manufacture of nuts - Have a big oven - Fifty mixing machines are used to coat the nuts with a coating. From the mixing machine, the nuts will pass through a vibrating table which will remove the cracked nuts and prevent the coating from clumping before they are completely dry. 	<ul style="list-style-type: none"> - In 2019 GPJJ has produced an average of 3.2 million kg and managed to sell its products worth IDR 8.4 trillion or up 4.84% from the previous year (Garudafood, 2020) - Turnover IDR 435.77 billion - Realizing an Integrated Information Network - The BOSnet system is the main system for handling sales and administrative transactions. In addition, this system is also equipped with a mobile distribution (MODIS) function that is used by salespeople to accelerate product sales activities - Using machines with high technology, oven machines that include drying machines and roasting machines, for example, are specially imported from Belgium and Germany - Specially designed machines according to the specific requirements of the developed products - Innovate by making efforts to diversify products and apply new machines with modern technology. In 1995, through PT Garuda Putraputrijaya, the company established a peanut factory - 1997 the company entered the biscuit market through PT Garudafood Jaya - In May 1998 the company ventured into the jelly business, through PT Triteguh Manunggal Sejati

Table 3. Specifications of drying and roasting machines

HP/ unit	10 hp
Number of Machines	16 units
Capacity	48 tons/cycle
blower	16 units
Burners	16 units

Source: Baihaqie (2010)

Table 3 represents the specification of drying and roasting machines which the power of energy for one unit is 10 HP (Horse Power), numbers of machines in Garudafood are 16 units, capacity 48 tons/cycle, number of blower and burners each 16 units. Garudafood has fast diversification product level.

It can be seen in Table 4 that from the development of new products which were always launched from 1998 to 2017 for almost a year or two it can be ascertained that new products were issued. They are *Okky Jelly*, *Gery brand wafer stick*, *Pilus Garuda*, *Mountea*, *Leo*, *Garuda Rosta Beans*, *O2 Superior Drink*, *Chocolatos*, *Clevo Liquid Milk*, *Gery Saluut Malkist Cheese*, *Chocolatos Choco Drink*, *Clevo Smoothy*, *Gery Saluut Malkist Coconut*, *Chocolatos Matcha Drink*, *Gery Extrude Cereal*, and *Cheese flavored*. That is produced because of the demands of global business competition that occurs.

Table 4. History of Garudafood's new product launches

Year	Product
1998	Okky Jelly
2001	Gery brand wafer stick
2002	Pilus Garuda
2004	Mountea
2005	Leo
2007	Garuda Rosta Beans
2008	O2 Superior Drink
2008	Chocolatos
2009	Clevo Liquid Milk
2015	Gery Saluut Malkist Cheese
2015	Chocolatos Choco Drink
2016	Clevo Smoothy
2016	Gery Saluut Malkist Coconut
2017	Chocolatos Matcha Drink
2017	Gery Extrude Cereal
2017	Cheese flavored

Source: Garudafood Company Profile (2019)

Dua Kelinci is a company that initially used peanuts as the main raw material. Then expand the market by producing other products besides peanuts. Dua Kelinci's diversify its products so that in 2015 they had ±80 products. Dua Kelinci has high-quality facilities such as a Microbiology and Food Chemistry Laboratory which is internationally certified and organized by experienced food technologists and microbiologists. In the development of technology, Dua Kelinci has invested in the purchase of a peanut washing machine, a large oven machine, 50 mixing machines used for coating peanuts.

3.3. Competitive Advantages

Both companies have strategies to demonstrate their respective advantages. The advantages possessed are advantages that have competitive strength with other companies.

Garudafood has produced products that have been proven to have their respective advantages. This is proven by getting awards for their products, such as in 2005 the products of garuda nuts, okky jelly and gery received the Indonesia Best Brand Award (IBBA). Furthermore, in the same year, Garuda's peanut products from the Garudafood group won the title "Best of the Best ICSA 2005" (Garudafood, 2019).

Furthermore, Dua Kelinci has been done several things so that it becomes a competitive advantage. Dua Kelinci is still the official sponsor of the Spanish football club, Real Madrid, this becomes greatly strengthens Dua Kelinci brand value, especially on the European continent. In addition, it indirectly becomes a magnet for football lovers, especially supporters of the Real Madrid club to become customers of the Dua Kelinci products. Moreover, Dua Kelinci has high-quality facilities such as the Microbiology and Food Chemistry Laboratory which is internationally certified and organized by experienced food technology and microbiologists. This is an advantage for Dua Kelinci because it is rare for other large companies to have such a laboratory. It also can be evidence of the hygiene of Dua Kelinci's products because it has gone through clear laboratory tests. Furthermore, Dua Kelinci has a factory visit program by inviting wholesalers to prove for themselves the quality of the products produced by PT Dua Kelinci. The invitation to visit the PT Dua Kelinci factory directly is part of

the process of building “customer trust” (in this case the wholesalers). This is even more so because wholesalers see the products they sell are processed with modern machines that are guaranteed cleanliness and quality. In essence, PT Dua Kelinci wants to build trust regarding the quantity and quality of its products. This is also added with a personal touch to its customers (Purbowo, 2017).

3.4. An Attractive Industries

The food and beverage industry, especially those made from peanuts, has its charm for other business actors. According to data from the ministry of trade and industry, the growth of the food and beverage industry is increasing. The number of exports and imports of food and beverage products is also an increasing trend (Ministry of Industry, 2018).

Besides this, packaged snacks are one of the products that are widely consumed in the market. It is caused by many variants of the menu and various tastes. There are also pilus products that mixed with rice when eaten (Garudafood, 2012).

3.5. Strategy Formulation and Implementation

In response to global business competition and obtaining above-average returns, both companies have almost the same strategy, include:

1. Conduct product development and diversification quickly and simultaneously. Before launching a new product, an assessment to consumers regarding their needs and prevailing trends.
2. By applying modern technology machines, it becomes a powerful weapon to continue to serve consumers optimally.
3. Conduct acquisitions and joint ventures with companies with related products or not. Garudafood acquired PT. TriTeguh Manunggal Sejati to produce Jelly, expansion into agribusiness sector is CPO (palm oil), acquisition of oil palm land in Kalimantan, and Joint venture with companies in China.
4. Dua Kelinci has expanded overseas by cooperating with Spanish football club Real Madrid since 2011. This strategy was carried out to target as many customers as possible from football fans.
5. The strength of the CEO of each company in managing the company. Strategic leaps depend on the courage and innovation carried out by the CEO of each company.

The weakness of the two companies that are now emerging is the lack of availability of peanut raw materials. It is because farmers rarely plant their land with peanuts now. In addition, snack products are characterized by preservatives and flavorings in their products. Dua Kelinci has a weakness in terms of competition with Garudafood which already has a larger market share.

3.6. Achieve Above Average Returns

With the strategies that have been formulated and implemented, both companies have successfully faced and penetrated the global market and achieved above-average returns. This is proven by the exports that have been carried out by the two companies. As Table 5 shows, Dua Kelinci has exported to Southeast Asia, China, Middle East, Europe, America, and Africa. And Garudafood to Asia, the Middle East, Netherlands, USA, West Africa, and Australia

Table 5. Export destinations of Garudafood and Dua Kelinci

Dua Kelinci	Garudafood
Southeast Asia, China, Middle East, Europe, America, and Africa	Asia, Middle East, Netherlands, USA, West Africa, and Australia

Moreover, Garudafood has proven that in 2019 it has produced an average of 3.2 million kg and managed to sell its products worth IDR 8.4 trillion, up 4.84% from the previous year. And the turnover in 2019 was IDR 435.77 billion (Garudafood, 2020). Meanwhile, Dua Kelinci's achieve above average returns has proven that in 2019 it produced products with an average number of 1.9 million kg and a total of 6104 employees consisting of various divisions (Dua Kelinci, 2020).

3.7. Lesson Learned

Companies that want to set up a snack food company can learn about the strategies applied by Garudafood and Dua Kelinci in commercializing their technology successfully in the global market. Based on the comparative analysis that has been carried out, it showed that the entrepreneurial strategy is an important factor in their

successful marketing both domestic and international markets. Garudafood observes an opportunity regarding the growth of the snack food business both domestically and abroad. Then Garudafood seeks its competitive advantage through a strategy, by diversifying products quickly and simultaneously. Then doing differentiation and low costs simultaneously to open new market spaces and create new demand. Therefore, Garudafood succeeded in creating value innovations at a lower cost overall than its competitors. Meanwhile, Dua Kelinci has a massive overseas promotion network by cooperating with the Real Madrid football club so that promotion to continental Europe is one of its target markets. Then, research and development facilities and factory visit programs provide strength to convince consumers of the quality of their products.

4. Conclusions

From the analysis that has been carried out on the two companies in facing global business to achieve Above Average Returns, It can be a reference for other companies. Rapid and simultaneous product development and diversification then perform product differentiation at low costs to open up new market space and demand so that consumers will get many choices of the products they need. This is indicated by producing the new products once a year and more than 80 product variants have produced. The right acquisition process for other companies can be the resurrection of a company to be able to expand and develop new products. Moreover, cooperating with a community or group with a large level of fans has a major impact on massive branding and promotion patterns. So, it will indirectly have an impact on increasing selling and profits of the product. High technology machinery facilities and complete laboratories very support in increasing production capacity, production process efficiency, and hygienic products to increase company profits so that they can achieve Above-Average Returns.

There are some limitations to this study. The data collected in this study is based on literature only, so it may not cover in detail. Moreover, there are difficulties in analyzing the actual internal conditions of the company. Therefore, internal analysis can only be analyzed based on the existing literature. For future research, it is expected to be more specific in analyzing the company's internal environment, including its resources and capabilities. Moreover, quantitative studies will help review conclusions and provide a deeper understanding of global business strategy.

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