



INNOVATION IN STRATEGIC BUSINESS UNIT 4.0: NAVIGATING GROWTH AMIDST RAPID CHANGE

Andi Mutmainnah¹, Risma², Murtiadi Awaluddin³, & Sudirman⁴

^{1,2,3,4}Postgraduate Program of Universitas Islam Negeri Alauddin Makassar, Indonesia
Correspondence Email: andi.mutmainnah029@gmail.com

ABSTRACT

A Strategic Business Unit (SBU) is a part of an organization that operates independently with responsibility for strategic planning, resource management, and achievement of specific objectives under the umbrella of the parent corporation. This research aims to analyze what a Strategic Business Unit is, the factors of SBU selection, and how the steps of determining the SBU structure. The methodology used is qualitative research which has a Literature Review approach which is research that critically reviews academic-oriented literature. The results showed that successful business unit (SBU) strategies include product differentiation, service innovation, and strengthening customer relationships. In addition, the application of information technology and data analysis is also proven to improve operational efficiency and decision-making. This study found that companies that are able to adapt to market changes and consumer needs have a higher competitive advantage. Thus, this study provides insights for companies in formulating and implementing effective business unit strategies to achieve long-term goals and improve overall performance.

Keywords: Business Unit Strategy; company performance; product differentiation; service innovation; information technology

1. INTRODUCTION

In the era of globalization and increasingly fierce competition, companies are faced with the challenge of remaining relevant and competitive. An entrepreneur is required to be able to create and have a strategy because the strategy used will contribute and have a considerable influence on business survival. Given that in the business world an entrepreneur will encounter various external variables that affect him such as: business management policies, including the emergence of competitors or creators of new products that resemble goods that have been produced.

A strategic plan is essentially the company's game plan. Just as a football team needs a good game plan to have a chance of success, a company must also have a good strategic plan to compete successfully. Profit margins among companies in most industries have been drastically reduced due to the global economic recession so there is little room for error in the overall strategic plan. A strategic plan results from difficult managerial choices, among many good

alternatives, and it signals a commitment to certain markets, policies, procedures, and operations instead of other 'less desirable' courses of action.¹

Strategic management is important in an organization because it can contribute to the growth and success of the business. By planning, organizing and directing a company's resources wisely, strategic management helps companies meet market challenges, expand their customer base and increase their competitiveness in the financial industry.² The strategic management process consists of three important components: the development of long-term mission and goals and the identification of opportunities; the determination of the operational objectives of the company's or organization's policies; and the evaluation or control of strategies, which includes efforts to monitor the results of strategy development and implementation.³

As for the optimal organizational structure for a particular strategy or type of organization. What is appropriate for one organization may not be appropriate for a similar company, although successful companies in a particular industry tend to organize themselves in a similar way. For example, consumer goods companies tend to mimic a by-product organizational form of divisional structure. Small companies tend to have a functional (centralized) structure. Medium-sized companies tend to have a divisional structure (decentralized). Large companies tend to use a strategic business unit (SBU) or matrix structure. As organizations grow, their structure tends to change from simple to complex as a result of merging or linking several basic strategies.⁴

As the number, size and diversity of divisions within an organization increase. Control and evaluation of divisional operations becomes increasingly difficult for strategists whose increased sales are often not accompanied by a similar increase in profitability. The span of control becomes too large at the top level of the Company. For example, in a large conglomerate organisation consisting of 90 divisions, such as ConAgra, the CEO can have difficulty even remembering the first name of the division president. In multinational organizations. The SBU structure can greatly facilitate strategy implementation efforts. ConAgra has divided its many divisions into three main SBUs: (1) food service (restaurants), (2) retail (grocery), and (3) agricultural products.⁵

Based on the above background, the strategic business unit is a separate part of the business organization that has its own goals and strategies and plans independently, separate from other parts of the company. Therefore, managers in each business unit are usually tasked with deciding on the objectives, markets, competitive strategies, and profits to be pursued. Therefore, in implementing SBU, organizations need to pay attention to factors such as the selection of the right business unit to be used as SBU, the determination of a fair power structure, and clear and measurable performance measurement. By paying attention to these matters, organizations can improve their competitiveness and performance in an increasingly competitive market.

¹ Sumaryono and Zahara Tussoleha Rony, 'Manajemen Strategis Dan Kerangka Kerja Strategis', *Jurnal Ekonomi Manajemen Sistem Informasi*, 5.3 (2024), 353–66 <<https://doi.org/10.31933/jemsi.v5i3.1850>>.

² Mirzam Arqy Ahmadi, 'Manajemen Strategi Dalam Meningkatkan Loyalitas Nasabah Bank', *Jurnal Manajemen Perbankan Keuangan Nitro*, 7.1 (2023), 15–25 <<https://doi.org/10.56858/jmpkn.v7i1.167>>.

³ Ahmad, D. R. I. (2020). *Manajemen strategis*. Nas Media Pustaka

⁴ Agus Wibowo, *Manajemen Strategi*, ed. by Joseph Teguh Santoso, Mars Carol (Semarang: yayasan prima Agus teknik, 2020).

⁵ Wibowo.

2. METHODS

This research uses qualitative research that has a *Literature Review* approach which is research that critically reviews knowledge, ideas, or findings contained in academic-oriented literature. by using data collection methods in the form of literature, analyzing theory, structured evaluation, classifying and categorizing evidence-based that has existed or been produced before. Secondary data sources are books and primary reports contained in scientific publications or journal articles. The nature of this research is descriptive analysis, which is a regular description of the data that has been obtained, then given an understanding and explanation so that it can be well understood by the reader.⁶

3. RESULTS AND DISCUSSION

Factors for Strategic Business Unit Selection

Regarding the factors to be considered in the selection of a Strategic Business Unit (SBU), there are several key factors that need to be considered by the organization. Here are some factors for selecting a Strategic Business Unit:

1. Strategy suitability

Strategic fit refers to the extent to which a business unit can support and contribute to the company's overall vision, mission and strategic goals. This includes selecting SBUs that are not only in line with short-term goals, but also with the company's long-term plans. Strategic fit is important to ensure that each SBU operates within a framework that supports the growth and sustainability of the company.⁷

1) Components of Strategy Suitability

a. Vision and Mission

The SBU must be aligned with the company's vision and mission. If the company aims to be an innovation leader in a particular industry, the selected SBU should have the same focus in product and service development.⁸

b. Strategic Objectives

The SBU should have objectives that support the company's strategic goals. For example, if the company wants to increase market share, the SBU should be geared towards capturing opportunities in relevant market segments.⁹

⁶ Dety Mulyanti Nina Risnawaty, 'Strategi Bisnis Dalam Perspektif Manajemen Sebuah Review Literatur', *Jurnal Manajemen Kreatif Dan Inovasi*, 3.1 (2017).

⁷ Khan, M. A., & Awan, U. (2021). "Role of Strategic Business Units in Corporate Performance: Evidence from Emerging Markets." *International Journal of Emerging Markets*, 16(5), 837-853.

⁸ Kabul Suprayitno and Muhammad Khusnul Hamdani, 'Implementasi Formulasi Strategi Dalam Pengembangan Lembaga Pendidikan Islam', *Tajdid Jurnal Pemikiran Keislaman Dan Kemanusiaan*, 5.2 (2021), 124.

⁹ Rahmat Hidayat and Ricky Rahmat, 'Analisis Swot Sebagai Dasar Keputusan Strategi Pemasaran Pada Perusahaan Server Palsa Di Kota Batam (Studi Kasus Pada Cv. Star Pratama)', *Journal of Applied Business Administration*, 2.1 (2018), 94–108 <<https://doi.org/10.30871/jaba.v2i1.745>>.

c. Fit with Business Model

The selected SBU should be in line with the company's business model. For example, if the company implements a service-based business model, the selected SBU should focus on developing services and not physical products.¹⁰

d. Conformity with Corporate Values

The company's core values, such as sustainability, innovation, or customer service, should be reflected in the strategy of the selected SBU. This alignment helps create a consistent culture across the organization.¹¹

2) Importance of Strategy Fit

a. Resource Optimization

Strategic fit helps companies allocate resources efficiently. By choosing SBUs that are in line with strategic goals, companies can maximize the use of existing resources.¹²

b. Performance Improvement

SBUs that are aligned with the company's strategy are usually better able to achieve good performance. They can focus on initiatives that support growth and profitability.¹³

c. Flexibility and Adaptability

Strategic fit allows SBUs to more easily adapt to market changes. When SBUs have a clear understanding of the company's direction, they can be more responsive to changes that occur.¹⁴

2. Market Potential

Market potential refers to the size and ability of a market to support the growth and profitability of a product or service. In the context of a Strategic Business Unit (SBU), a deep understanding of market potential is key to selecting a business unit that can deliver optimal results for the company. Market potential covers various aspects, including market size, expected growth, consumer demographic characteristics, and the level of competition.¹⁵

Factors Affecting Market Potential

1. Market Size

Market size determines how much demand can be expected for a particular product or service. SBUs that focus on large markets tend to have better growth opportunities.¹⁶

¹⁰ Suprayitno and Hamdani.

¹¹ Husein Umar, 'Manajemen Strategik (Konsep Dan Analisis)', *Ilmu Sosial Dan Ilmu Politik Universitas Prof. Dr. Moestopo Beragama*, 5.1 (2020), 100.

¹² Almeida, F., & Ferreira, J. (2024). "The Evolution of Strategic Business Units: Trends and Future Directions." *Journal of Strategic Management*, 12(1), 22-38.

¹³ Juli Prastyorini and Hanifah Belen Fauziyyah, *Strategi Bisnis Pemasaran, Penambahan Natrium Benzoat Dan Kalium Sorbat (Antiinversi) Dan Kecepatan Pengadukan Sebagai Upaya Penghambatan Reaksi Inversi Pada Nira Tebu* (Surabaya, 2024).

¹⁴ Bachmann, C., & Schmid, S. (2020). "Strategic Business Units as a Means to Manage Complexity: An Empirical Analysis." *Journal of Business Research*, 109, 485-493.

¹⁵ Khan, M. A., & Awan, U. (2021). "Role of Strategic Business Units in Corporate Performance: Evidence from Emerging Markets." *International Journal of Emerging Markets*, 16(5), 837-853.

¹⁶ Roymon Panjaitan, 'Manajemen Pemasaran', *Management Pemasaran*, 2018, 180.

2. Growth Rate

SBUs must evaluate the desired growth rate of the market. Fast-growing markets provide better opportunities for expansion and increased revenue.¹⁷

3. Demographic Characteristics

Understanding the demographic characteristics of consumers, such as age, income, and preferences, is essential for customizing products and marketing strategies.¹⁸

4. Economic Conditions

Economic factors, including inflation, interest rates, and consumer spending, can affect market potential. SBUs should consider current economic conditions and future projections.¹⁹

5. Competition

The level of competition in the market also affects market potential. SBUs that operate in markets with few competitors may have a better chance of succeeding²⁰

6. Industry Trends

Industry trends and technological innovations can provide insights into market potential. SBUs that are able to identify and capitalize on these trends may have a competitive advantage.²¹

Why is Market Potential Important in SBU Selection?

a. Strategic Decision Making

A good understanding of market potential helps management make more informed decisions regarding SBU selection and development.²²

b. Efficient Resource Allocation

Knowing the promising market allows the company to allocate resources more efficiently, increasing ROI (Return on Investment).²³

c. Relevant Product Development

By understanding market potential, SBU can develop products and services that are more relevant to consumer needs.²⁴

3. Resource Capability

Resource capability refers to the capacity of a company to use available physical, financial, human, and technological resources in order to achieve its strategic objectives. In the context of

¹⁷ Mimin Yatminiwati, *Manajemen Strategi Buku Ajar Perkuliahan Bagi Mahasiswa*, Widya Gama Press, 2019.

¹⁸ Farhan Azhari and Muhammad Rifa Nawawi, 'Memahami Preferensi Pelanggan Terhadap Layanan Pegadaian : Analisis Kepuasan Dan Implikasinya Untuk Strategi Pemasaran', *Indonesian Journal of Economics and Strategic Management (IJESM)*, 2.2 (2024), 1687–98.

¹⁹ Wibowo.

²⁰ Dewi Mardiany, Safitiryani Ridwan, and Firmansyah Syarifuddin, 'Jenis-Jenis Strategi Perbankan Syariah', *Jurnal Perbankan Syariah*, 2015.

²¹ Asih Handayani and Aris Eddy Sarwono, *Buku Ajar Manajemen Strategis*, UNISRI Press, 2021.

²² Rahmad Solling Hamid, Peri A Manaf, and Abdul Choliq Hidayat, *MANAJEMEN STRATEGIS (Konsep Dan Aplikasi Dalam Bisnis)*, 2023 <<https://www.researchgate.net/publication/376857441>>.

²³ Almeida, F., & Ferreira, J. (2024). "Assessing Market Potential for Strategic Business Units: A Framework for Decision-Making." *Journal of Strategic Management*, 12(1), 22-38.

²⁴ Almeida, F., & Ferreira, J.

a Strategic Business Unit (SBU), resource capability is key in determining how effectively the SBU can operate and compete in the market.²⁵

4. Competition

Competition refers to the level of competition that exists within a market for a particular product or service. In the context of a Strategic Business Unit (SBU), a deep understanding of competition is crucial to determine the right strategy and select SBUs that have the potential to succeed. Competition can be viewed from various aspects, including the number of competitors, market share, as well as the competitive advantages possessed by each player in the market.²⁶

5. Innovation and Adaptation

Innovation refers to the development and application of new ideas, products, or processes that can improve the efficiency, effectiveness, and competitiveness of an SBU. Adaptation, on the other hand, is the ability of an SBU to adjust to changes in the market environment, technology, and customer needs. Both are key factors in determining the success of an SBU in a dynamic market.²⁷

Determination of Strategic Business Unit Structure

The SBU structure groups similar divisions into strategic business units and delegates authority and responsibility for each unit to a division head who reports directly to the managing director. Changes in this structure usually facilitate the implementation of strategy by improving coordination between similar divisions and channeling responsibility to different business units. The management of this type of organizational structure is based on certain common characteristics, such as competing in the same industry located in the same region or having the same customers. By using the SBU structure, the planning and control tasks carried out by the corporate office become easier and more organized.²⁸

Two disadvantages of the SBU structure are that it requires an additional layer of management, which increases salary costs. In addition, the role of the group vice chairman is often ambiguous. However, these limitations often do not outweigh the advantages of better coordination and accountability. Another advantage of the SBU structure is that it makes planning and control tasks by the corporate office more manageable.²⁹

The SBU structure consists of operating units where each unit represents a separate business to which the corporation delegates responsibility for day-to-day operations. With such delegation, the head office is responsible for formulating and implementing the overall corporate strategy and managing the SBU through strategic and financial controls. The SBU structure groups similar products into strategic business units and delegates authority and responsibility for each unit to a senior executive who reports directly to the chief executive officer. This structural change can facilitate strategy implementation by improving coordination between similar divisions and channeling accountability to different business units. The Strategic Business Unit (SBU) structure consists of at least three levels, with the corporate headquarters at the top level, groups of SBUs

²⁵ STRATEGI USAHA MIKRO KECIL DAN MENENGAH (UMKM) DALAM MENINGKATKAN KINERJA PASCA COVID-19 DI KOTA BANDA ACEH BERDASARKAN PERSPEKTIF MAQASHID SYARIAH (Studi Pada Pabrik Tahu Sumedang Timbul Jaya, Pabrik Tempe Olis Dan Olis Cincau)

²⁶ Ahmad Syahabuddin and others, 'Manajemen Strategi Dalam Upaya Peningkatan Mutu Pembelajaran Al Quran Di Pesantren Terpadu Darul Quran Mulia Bogor', 2024.

²⁷ Muhadjir Anwar, 'Manajemen Strategik Daya Saing Dan Globalisasi', *Gastronomía Ecuatoriana y Turismo Local.*, 1.69 (2020), 1–105.

²⁸ Wibowo.

²⁹ Wibowo.

at the second level, and divisions grouped by linkages within each SBU at the third level. This allows the company to monitor the performance of each business more accurately, and control issues of Differences Between Strategic Business Units & Divisions.

Steps to Determine SBU Structure

1. Business Portfolio Analysis

- Use analytical tools such as **BCG Matrix** (Boston Consulting Group) or **GE Matrix** (General Electric) to evaluate the performance and potential of each business line.
- Identify business lines or products with high growth potential as candidates to be formed into SBUs.

2. Market Segmentation

- Conduct market segmentation to identify customer groups with unique needs.
- Any segment that can be profitably served can be the basis for forming an SBU.

3. Skills and Resources

- Assess the skills and resources available in each unit to ensure that they are capable of meeting market needs.
- Ensure that each SBU has access to the necessary resources to achieve their objectives.

4. Goal Setting and Strategy

- Each SBU should have clear objectives and strategies that are appropriate to the characteristics of the market it serves.
- These objectives should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound).

5. Performance Measurement

- Establish metrics to measure the performance of each SBU separately.
- Use key performance indicators (KPIs) to assess the effectiveness of the strategies implemented.

4. CONCLUSION

Business unit (SBU) strategy is an effective tool in improving organizational performance by providing a clear focus on specific business units. With proper implementation of SBUs, organizations can achieve their business goals more efficiently and effectively. Therefore, it becomes important for organizations to consider the establishment of SBUs as part of their business strategy. The key points regarding SBUs are firstly Market Focus SBUs are designed to meet the specific needs of certain markets or customers, so that they can be more responsive to changes in the business environment, secondly Resource Management Each SBU has separate resources, budgets, and teams, allowing for better management and quick decision-making, Thirdly Independent Strategy SBUs can develop marketing and operational strategies that suit the characteristics of the markets they serve, without depending on other units in the organization, and fourthly Performance Evaluation SBUs can be evaluated separately, which makes it easier for companies to measure the performance and effectiveness of each unit. Thus, SBUs play an

important role in helping companies to adapt to market dynamics, increase innovation, and achieve strategic objectives more efficiently.

REFERENCES

- Ahmadi, Mirzam Arqy, 'Manajemen Strategi Dalam Meningkatkan Loyalitas Nasabah Bank', *Jurnal Manajemen Perbankan Keuangan Nitro*, 7.1 (2023), 15–25
<<https://doi.org/10.56858/jmpkn.v7i1.167>>
- Anwar, Muhadjir, 'Manajemen Strategik Daya Saing Dan Globalisasi', *Gastronomía Ecuatoriana y Turismo Local*, 1.69 (2020), 1–105
- Azhari, Farhan, and Muhammad Rifa Nawawi, 'Memahami Preferensi Pelanggan Terhadap Layanan Pegadaian : Analisis Kepuasan Dan Implikasinya Untuk Strategi Pemasaran', *Indonesian Journal of Economics and Strategic Management (IJESM)*, 2.2 (2024), 1687–98
- Handayani, Asih, and Aris Eddy Sarwono, *Buku Ajar Manajemen Strategis*, UNISRI Press, 2021
- Hidayat, Rahmat, and Ricky Rahmat, 'Analisis Swot Sebagai Dasar Keputusan Strategi Pemasaran Pada Perusahaan Server Pulsa Di Kota Batam (Studi Kasus Pada Cv. Star Pratama)', *Journal of Applied Business Administration*, 2.1 (2018), 94–108
<<https://doi.org/10.30871/jaba.v2i1.745>>
- Mardiany, Dewi, Safitiryani Ridwan, and Firmansyah Syarifuddin, 'Jenis-Jenis Strategi Perbankan Syariah', *Jurnal Perbankan Syariah*, 2015
- Nina Risnawaty, Dety Mulyanti, 'Strategi Bisnis Dalam Perspektif Manajemen Sebuah Review Literatur', *Jurnal Manajemen Kreatif Dan Inovasi*, 3.1 (2017)
- Panjaitan, Roymon, 'Manajemen Pemasaran', *Management Pemasaran*, 2018, 180
- Prastyorini, Juli, and Hanifah Belen Fauziyyah, *Strategi Bisnis Pemasaran, Penambahan Natrium Benzoat Dan Kalium Sorbat (Antiinversi) Dan Kecepatan Pengadukan Sebagai Upaya Penghambatan Reaksi Inversi Pada Nira Tebu* (Surabaya, 2024)
- Solling Hamid, Rahmad, Peri A Manaf, and Abdul Choliq Hidayat, *MANAJEMEN STRATEGIS (Konsep Dan Aplikasi Dalam Bisnis)*, 2023
<<https://www.researchgate.net/publication/376857441>>
- Sumaryono, and Zahara Tussoleha Rony, 'Manajemen Strategis Dan Kerangka Kerja Strategis', *Jurnal Ekonomi Manajemen Sistem Informasi*, 5.3 (2024), 353–66
<<https://doi.org/10.31933/jemsi.v5i3.1850>>
- Suprayitno, Kabul, and Muhammad Khusnul Hamdani, 'Implementasi Formulasi Strategi Dalam Pengembangan Lembaga Pendidikan Islam', *Tajdid Jurnal Pemikiran Keislaman Dan Kemanusiaan*, 5.2 (2021), 124
- Syhabuddin, Ahmad, Program Studi, Magister Manajemen, Pendidikan Islam, Fakultas Tarbiyah, and D A N Keguruan, 'Manajemen Strategi Dalam Upaya Peningkatan Mutu Pembelajaran Al Quran Di Pesantren Terpadu Darul Quran Mulia Bogor', 2024
- Umar, Husein, 'Manajemen Strategik (Konsep Dan Analisis)', *Ilmu Sosial Dan Ilmu Politik Universitas Prof. Dr. Moestopo Beragama*, 5.1 (2020), 100
- Wibowo, Agus, *Manajemen Strategi*, ed. by Joseph Teguh Santoso, Mars Carol (Semarang: yayasan prima Agus teknik, 2020)
- Yatminiwati, Mimin, *Manajemen Strategi Buku Ajar Perkuliahan Bagi Mahasiswa*, Widya Gama Press, 2019
- Ahmadi, Mirzam Arqy, 'Manajemen Strategi Dalam Meningkatkan Loyalitas Nasabah Bank', *Jurnal Manajemen Perbankan Keuangan Nitro*, 7.1 (2023), 15–25

- <<https://doi.org/10.56858/jmpkn.v7i1.167>>
- Anwar, Muhadjir, 'Manajemen Strategik Daya Saing Dan Globalisasi', *Gastronomía Ecuatoriana y Turismo Local*, 1.69 (2020), 1–105
- Azhari, Farhan, and Muhammad Rifa Nawawi, 'Memahami Preferensi Pelanggan Terhadap Layanan Pegadaian : Analisis Kepuasan Dan Implikasinya Untuk Strategi Pemasaran', *Indonesian Journal of Economics and Strategic Management (IJESM)*, 2.2 (2024), 1687–98
- Handayani, Asih, and Aris Eddy Sarwono, *Buku Ajar Manajemen Strategis*, UNISRI Press, 2021
- Hidayat, Rahmat, and Ricky Rahmat, 'Analisis Swot Sebagai Dasar Keputusan Strategi Pemasaran Pada Perusahaan Server Pulsa Di Kota Batam (Studi Kasus Pada Cv. Star Pratama)', *Journal of Applied Business Administration*, 2.1 (2018), 94–108
<<https://doi.org/10.30871/jaba.v2i1.745>>
- Mardiany, Dewi, Safitiryani Ridwan, and Firmansyah Syarifuddin, 'Jenis-Jenis Strategi Perbankan Syariah', *Jurnal Perbankan Syariah*, 2015
- Nina Risnawaty, Dety Mulyanti, 'Strategi Bisnis Dalam Perspektif Manajemen Sebuah Review Literatur', *Jurnal Manajemen Kreatif Dan Inovasi*, 3.1 (2017)
- Panjaitan, Roymon, 'Manajemen Pemasaran', *Management Pemasaran*, 2018, 180
- Prastyorini, Juli, and Hanifah Belen Fauziyyah, *Strategi Bisnis Pemasaran, Penambahan Natrium Benzoat Dan Kalium Sorbat (Antiinversi) Dan Kecepatan Pengadukan Sebagai Upaya Penghambatan Reaksi Inversi Pada Nira Tebu* (Surabaya, 2024)
- Solling Hamid, Rahmad, Peri A Manaf, and Abdul Choliq Hidayat, *MANAJEMEN STRATEGIS (Konsep Dan Aplikasi Dalam Bisnis)*, 2023
<<https://www.researchgate.net/publication/376857441>>
- Sumaryono, and Zahara Tussoleha Rony, 'Manajemen Strategis Dan Kerangka Kerja Strategis', *Jurnal Ekonomi Manajemen Sistem Informasi*, 5.3 (2024), 353–66
<<https://doi.org/10.31933/jemsi.v5i3.1850>>
- Suprayitno, Kabul, and Muhammad Khusnul Hamdani, 'Implementasi Formulasi Strategi Dalam Pengembangan Lembaga Pendidikan Islam', *Tajdid Jurnal Pemikiran Keislaman Dan Kemanusiaan*, 5.2 (2021), 124
- Syahabuddin, Ahmad, Program Studi, Magister Manajemen, Pendidikan Islam, Fakultas Tarbiyah, and D A N Keguruan, 'Manajemen Strategi Dalam Upaya Peningkatan Mutu Pembelajaran Al Quran Di Pesantren Terpadu Darul Quran Mulia Bogor', 2024
- Umar, Husein, 'Manajemen Strategik (Konsep Dan Analisis)', *Ilmu Sosial Dan Ilmu Politik Universitas Prof. Dr. Moestopo Beragama*, 5.1 (2020), 100
- Wibowo, Agus, *Manajemen Strategi*, ed. by Joseph Teguh Santoso, Mars Carol (Semarang: yayasan prima Agus teknik, 2020)
- Yatminiwati, Mimin, *Manajemen Strategi Buku Ajar Perkuliahan Bagi Mahasiswa*, Widya Gama Press, 2019