

**Sustainable Business Strategy for
A
Small and Medium-Sized Enterprise
(SME)
A Study Case of XYZ
Limited**

**Module name: Strategic Management for SMEs
(BMSW6104_London)**

Lecture's name: Xavier Matieni

Student name: Luiza Hysneli

ID: 2124225

Date: 22-08-2024

Executive Summary

This report outlines a sustainable business strategy for XYZ Ltd, an SME in the eco-friendly packaging industry. It also offers a preview of the future directions and strategies for the SME's development and management, given the current problems that affect the sector, more on innovation, market access, and stakeholder management. The company's vision for developing XYZ Ltd.'s strategy is to be the champion in sustainable packaging by enhancing product opportunities and threats are defined in this context (Hermawan and Arief, 2023). This is succeeded by market penetration, increasing the investment in research and development, forming partnerships and joint ventures, cutting operating expenses, and advertising the product. Implementing the above recommendations can enhance XYZ Ltd.'s market position, promote development, and ensure sustainability, aligning with its innovation and environmental awareness values.

Sustainable Business Strategy for a Small and Medium-Sized Enterprise (SME), A Study Case of XYZ Limited

Introduction

XYZ Ltd started in 2010 to offer environmentally friendly packaging solutions when food and beverage companies sought better packaging solutions, products, and technologies. The overall organizational purpose here is to discourage plastic items and promote the use of environment-friendly items to impact the market and the environment positively. XYZ Ltd was established based on the vision to significantly contribute to sustainable packaging supply and realize organizational values of innovation, sustainability, and customer satisfaction. The vision, mission, and objectives of XYZ Ltd are comprehensive and much more focused on growth and quality (Bisaria, 2024, p. 345). As for the types of development, the company has decided that its most significant potential lies in expanding market coverage on territorial and market levels. Another strategic aim will be to enhance the product development process, as XYZ Ltd must remain the

pioneer of sustainable packaging. To reach these objectives, the company pays considerable attention to cooperation with key market players, science and environmental non-profit organizations, and clients to strengthen its position.

Like XYZ Ltd, SMEs face significant challenges while developing their strategic direction, mainly when the firm operates in a highly competitive market and exists within sustainable packaging. Among the problems the company faces are the availability of resources, competition, and the pressure to develop more products. Nonetheless, the following are some of the strengths that this firm will seek to capitalize on to counter these threats. These include a good customer base and a sustainable development policy. This report will outline the existing business model of XYZ Ltd; it will employ PESTEL, VRIO, and SWOT analysis to assess the internal and external environment to create a viable business model. It will also look at various strategic development possibilities and the stakeholder analysis to provide several critical suggestions for the future advancement and use of the strategic development plan to guarantee success and sustainability in the friendly packaging market.

Current Strategic Direction

Vision, Mission, Values, Goals, and Objectives

XYZ Ltd is an eco-packaging firm with a vision of developing sustainable packaging products that can positively affect the world by making it green. Its mission is centered on offering customers the required sustainable packaging material with superior quality to reduce the impacts of production on the environment (Hermawan and Arief, 2023). The company's central business values lie in innovative solutions, sustainable development, integrity, and a customer-oriented approach, which are still the priorities for the company's management and further evolution.

The four strategic objectives and long-term goals of XYZ Ltd focus primarily on market share, new products, and partnerships. The company would like to broaden its geographical reach and improve the status of the stake in which it has a stake. Therefore, to sustain the competitive advantage and environmental stewardship, XYZ Ltd should strive to integrate innovation into its product line through product differentiation (Kyriazoglou, 2020). Communities or bodies supportive of the environment are also emphasized for outsourcing from other gigantic, industrialized nations to improve the market position and ensure future growth for the sustainable packaging business.

Strategic Analysis

The strategic direction of the development of XYZ Ltd for the future is based on its focus on innovation within the sphere of ecological packaging, further market expansion, and customer management. Therefore, the company seeks to remain the premier producer of sustainable packaging, primarily through continued innovation of more environmentally friendly products (Bisaria, 2024, p. 346). Market expansion strategies thus focus on identifying markets that have yet to be reached by the company while strengthening its presence within current markets to gain more customers (Hendrawan and Rustanto, 2023, p. 78). Building customer relations is thus core and quite critical to any business as this cement's customer loyalty and satisfaction.

However, several areas could be improved, which could affect the strategic execution of XYZ Ltd. Limited's financial and human resources, keep the company from getting stuck in its development phase, and diminish the ability to invest in expanded research and development (SK, 2020, p. 793). One of the significant threats identified includes threats of rivalry with other firms that are bigger than it; in terms of size, these firms are usually richer and hence can afford to intensify their competition (SK, 2020, p. 781). Furthermore, the level of competition in the industry escalates tremendous pressure on XYZ Ltd to strive to integrate technologies and new markets to improve the firm's growth progressively.

Business Environmental Scanning

PESTEL Analysis

Through completing the PESTEL analysis, XYZ Ltd understands and interprets the significant macro-context variables that shape the company and its strategies. PESTEL evaluates the political, economic, social, technological, environmental, and legal forces.

Political Factors

The eco-friendly packaging industry is susceptible to politics regarding the factors affecting XYZ Ltd, including political policies such as regulations and trade restrictions. Leaders worldwide are implementing measures to enhance environmental consciousness, including banning plastics and taking advantage of recycling and biodegradable products. These regulations have yet to be lifted and must still be followed to conduct their business legally, as XYZ Ltd wants to reduce its plastic

intake. Moreover, trade policies are determinants of the cost and availability of raw materials since they incorporate tariffs, trade creeds, and restrictions on imports and exports (Achmad and Prawiraatmadja, n.d). Concerning the above risks associated with raw material procurement, this company has no option but to keep an eye on these policies and amend its actions wherever necessary.

Economic Factors

Another critical aspect of this sector is the economic crisis, which tends to limit buying power, reducing the demand for superior eco-friendly packaging, as seen in the case of XYZ Ltd. Therefore, XYZ Ltd needs to remind customers through coupons or market segments that are less drastically impacted in such economic conditions to avoid losing market share (Achmad and Prawiraatmadja, n.d). Second, the cost of other resources used in producing eco-friendly products is another threat because as the demand increases for such products, their price also increases, thereby reducing the profit. To manage its costs, XYZ Ltd should explore the issue of sourcing improved supply chain solutions and look for other material suppliers.

Social Factors

These social factors directly impact the packaging industry and, in turn, affect XYZ Ltd in many ways depending on the consumer consideration. The consumer is now aware of the environment and, therefore, is looking for 'green' products; hence, there is an opportunity for XYZ Ltd to market its sustainable packaging solutions. Marketing strategies should be implemented to create awareness for the services and sensitive environmental customers who accept them (Yosafat and Hudrasyah, n.d). The global sustainable packaging market also depends on emerging practices such as 'zero waste' living, low plastic consumption profiles, and the new trend toward organic foods and drinks. This is an opportunity for XYZ Ltd because these trends may be met by developing products according to people's preferences.

Technological Factors

Technological factors help show the prospects for innovation and efficiency enhancement within XYZ Ltd. Some examples are the continued progress in packaging technology for sustainability to increase the chances and cheaper outcomes. Consequently, the failure to adopt technologies

in producing its products makes it compulsory for XYZ Ltd to adopt state-of-the-art technologies. Also, there is more commitment to research and development of sustainable solutions for different industries (Yosafat and Hudrasyah, n.d). Resources should be funnelled into Research and Development, in which the company should start exploring the market for new products and enhancing existing ones because the technological world is rapidly growing. Such an approach will be crucial in sustaining the rate of growth and meeting consumers' demands in the future.

Environmental Factors

Environmental issues run through the company XYZ Ltd, and laws regarding the company's relation to the environment entail restricted material usage, the usage of recycled material, and the production of carbon, among others. Adhering to these regulations ensures that products produced by XYZ Ltd comply with the law and the market expectations. Other factors are affected by climate change within supply chains, such as natural disasters, resource availability, and changes in agriculture. To manage such risks, it becomes crucial for XYZ Ltd to put in place sound supply chain strategies that would ensure the availability of raw materials regardless of the prevailing environmental factors (Achmad and Prawiraatmadja, n.d). By so doing, this approach will help the company to achieve operational stability and gain compliance with aspects of sustainable business practices.

Legal Factors

Two legal factors are essential to XYZ Ltd: business regulation and intellectual property protection. All authorities have packaging and environmental laws, including material, labelling, recycling, and disposal regulations. Compliance also prevents firms such as XYZ Ltd from facing legal repercussions and safeguards their position in the market. In the same respect, protecting what is known as Intellectual Property, or IP, is necessary to secure competitive advantages (Yosafat and Hudrasyah, n.d). Therefore, XYZ Ltd should look for ways to avoid copying, through patenting and trademarking, its flash packaging solutions for the services to protect its market share. This calls for considering these legal concerns to promote a clean environment that yields sustainable profitability in this green packaging industry.

VRIO Analysis

Porter's VRIO analysis examines the resources and capabilities of the firm to determine its potential to deliver a long-term competitive advantage. This analysis includes value, rarity, imitability, and resource and organizational support frameworks for XYZ Ltd.

Valuable

The green packaging services provided by XYZ Ltd are helpful because they conform to the current market, which is gradually embracing environmentally friendly products. Plastics have been pulled out, and buyers and regulators have become more conscious of the sustainability of their products; this is where XYZ Ltd comes in (Kainama and Prawiraatmadja, 2022, p. 143). Thus, by meeting these market needs, XYZ Ltd offers market-value products that are relevant for consumers while also serving the environment's needs. This value is seen in the extent of searching for and partnering with environmentally friendly clients, as this will enhance the market segment and business results.

Rare

Another reason that can explain how XYZ Ltd can be competitive is that most of the products the firm puts on the market are unique. On the other hand, the demand for sustainable packaging is increasing gradually but steadily. At the same time, very few competitors can boast of having packaging products like or as efficient as XYZ Ltd (Apsari et al., 2024, p. 217). The rationale might be hinged on the type of materials and technology used in manufacturing the packaging solution, which other firms may need help to duplicate. Providing clients with specific and better green packaging services puts the company in a unique and complex challenge position in the market.

Imitable

Accessibility of XYZ Ltd resources is imitable through the realization of higher investments in research and development (R&D). In addition to maintaining product innovation, such a high expenditure of money for the research and development function also creates a high barrier to entry to other players. Similar sustainable packaging solutions have comparable eco-friendly packaging solutions that can be developed only when there is adequate capital investment in

money and technology, which is not easily copyable by other competitors for XYZ Ltd products and technologies (Kainama and Prawiraatmadja, 2022, p. 144). Investment in R&D assists in positioning XYZ Ltd.'s strategy to technological forces so that the organization remains technically unique from its competitors.

Organized

The present organizational structure of XYZ Ltd is nonaccidental in connection with the concept of innovations and market orientation. The company's organizational structure is promising for controlling different departments' relations and synchronizing the R & D projects with the current market and the prospective blueprint of the company (Apsari et al., 2024, p. 218). This structure enables this company to effectively adapt to market changes and support the culture of innovation, which effectively utilizes its valuable, rare, and inalienable resources. Therefore, being a well-structured and responsive organization, XYZ Ltd must seize the opportunities of the competitive advantage to cement its position in the green packaging market.

SWOT Analysis

The SWOT analysis shows what can be considered a strength or weakness for XYZ Ltd or an opportunity and a threat for the company. Thus, the SWOT analysis characterizes the company's current position in terms of strategy and forecasts the future development scenario.

Strengths

XYZ Ltd has many innovative products that stand out from other firms in the eco-friendly packaging industry. Another is sustainable, which indicates it has excellent value for the environment as consumers start to be sensitive to the impact it has on the environment (Prasetyawan, 2021, p. 202). This commitment not only helps in branding but also serves the trends that begin appearing in the market related to sustainability. It is also realized that XYZ Ltd has a good starting point for customers that would benefit the company and act as a foundation

for the business. This line of products, along with the deep commitment to environmentally friendly solutions and the loyal customer base, improves the company's competitiveness.

Weaknesses

However, the following weaknesses can be attributed to XYZ Ltd and can be regarded as its substantial drawbacks: For instance, minuscule capital restricts its capability to invest a great deal in marketing and promotion campaigns and expenditures, research and development, and business diversification. This financial limitation is challenging for the firm, particularly regarding growth and strategic positioning for exploiting opportunities. Another weakness is dependence on certain material suppliers, as fluctuations in the supply chain may affect production or capabilities (Indrasaputra and Siahaan, n.d.). Also, the buyer power of XYZ Ltd is moderate because the buyers are not powerful, and the company has a weak market share compared to other large industry players.

Opportunities

Critical opportunities have been analyzed and are available for XYZ Limited to exploit. Environmental conservation is one significant opportunity for the organization since many customers and businesses are increasingly sensitized to buying environmentally friendly products. Similarly, there are opportunities for developing cooperation with other companies or organizations with similar objectives regarding sustainability (Azhari, 2024, p. 163). This can enhance the existing line of products and the target at-market positioning. Expansion into new niches is another unique strategic focus of XYZ Ltd, significantly when diversifying the risks of revenue generation from existing markets.

Threats

However, regarding the external environment, there are concerns about the high competition level that XYZ Ltd. faces. A clear risk in such an intensely competitive environment is that established large firms with deeper pockets can potentially cannibalize market share and growth of new entrants like XYZ Ltd. This further implies that the cost of raw materials may be sensitive to change and, therefore, a significant risk factor to cost control and profitability, as seen in the financial planning section (Azhari, 2024, p. 158). Some regulatory changes may also affect

production methods so that compliance measures are included in the process or production constraints that would make it costly.

Strategic Growth Choices

Available Growth Strategies

In this light, the following sections discuss XYZ Ltd's options for strategic growth based on Porter's Generic Strategies, the Ansoff Matrix, and Bowman's Strategic Clock:

Porter's Generic Strategies

Porter's Generic Strategies shows that XYZ Ltd has diverse ways to grow. Cost Leadership involves reducing production costs to offer competitive pricing, but this approach may conflict with XYZ Ltd's commitment to sustainable materials, potentially undermining product quality and its core values (Salsabila et al., 2024, p. 275). Differentiation maintains the innovation and environmental aspect of packaging in XYZ Ltd to sell the probability of sustainability and quality to its target market willing to pay a premium (Smith and Jones, 2022, p. 22). Focus is the capacity of XYZ Ltd to target a specific segment of the market with requirements, such as organic food products for clients or environmentally conscious companies, with whom customer relations can be built effectively.

Ansoff Matrix

According to the Ansoff Matrix, XYZ Ltd has several strategic opportunities for growth. Market Penetration entails selling the product in areas that the firm already sells but by using better techniques or expanding the coverage area, thus making one stronger. Market Development contributes to growth by taking the company into new geographical areas, specifically, geopolitical regions of the world where awareness about environmentally friendly products are on the rise to expand customer reach (Chui and Coroneo, 2024, p. 26). Product Development involves the creation of new recyclable packing products for the existing markets, conforming to the innovation strategy at XYZ Ltd and changing customer needs (Chui and Coroneo, 2024, p. 21).

A market development strategy where a firm undertakes new products in new markets could assist the company in reducing risks by not heavily relying on the current market segments; however, this strategy is risky and capital-intensive.

Bowman's Strategic Clock

Bowman's Strategic Clock identifies several strategic possibilities for XYZ Ltd. Low price could be better for XYZ Ltd as it focuses on manufacturing and supplying high-quality and environmentally friendly products, which is unrelated to the concept of 'Low price.' The emphasis on differentiation is easy since it will increase how XYZ Ltd can utilize resources to develop innovative and sustainable products to appeal to consumers leaning towards sustainable products with more environmentally friendly attributes (Patty et al., 2023). They may have also opted for another cost leadership strategy: low cost with niche or differentiation, which may have given the company a unique selling proposition. However, this approach may be challenging because, at times, sustainable materials may cost a lot to develop.

Proposed Strategy

A suitable marketing mix for XYZ Ltd should combine Market Development and Product Development. Market Development means focusing on international markets for high demand for packaging products. Expansion to these geographic regions will enable XYZ Ltd to explore new opportunities and, at the same time, provide appropriate diversification through appropriate diversification to address global sustainability needs (Bisaria, 2024, p. 346). However, product development must also be recognized as a priority since the company has to develop new environmentally friendly packaging products consistently to meet changing customer needs and technological advancements (Bisaria, 2024, p. 345). This should also help diversify products while enhancing the position of XYZ Ltd as a sustainability solutions provider. Thus, applying these strategies will facilitate the company's development over time, improving its position in the market and the capacity to respond effectively to evolving consumer demands

Stakeholder Analysis

Stakeholder Identification and Analysis

The stakeholder groups for XYZ Ltd are numerous; the most significant are the customers, employees, suppliers, investors, and regulatory bodies. Customers are valuable because they always look for environment-friendly solutions when they need to meet specific packaging requirements, which puts pressure on the company to develop new products subjected to rigorous quality control (Novanti and Suhaimi, 2020). The motivation and productivity of the employees are tied up to their satisfaction level, which consists of points such as job security, promotion opportunities, and workplace environment (Tantarto and Wandebori, 2020). Suppliers are crucial when it comes to acquiring all materials required in production and where there is consistency in the supply of products and services, which have a role in controlling costs. Jointly, the investors aim at improved shareholder returns, emphasizing value creation for the firm, which forms the basis of strategic management (Baskoro and Taufik, 2021, p. 18). Government authorities ensure that XYZ Ltd follows environmental and packaging laws, excluding legal issues and following industrial standards. For this reason, understanding these stakeholders' needs is paramount if XYZ Ltd is to effectively put into practice its strategy and support the business overall.

Stakeholder Expectations and Power

In XYZ Ltd, customers have high power as buyers and directly influence or decide on the products/services and their sustenance. Employees have limited power, and although they are the primary determinant of the success of the operations and the main agents of innovation, they are comparatively more potent within the organizational setup than outsiders (Nygaard, 2024, p. 102). Suppliers also have moderate power because they significantly influence product quality, while costs are used in operating performance evaluation (Baskoro and Taufik, 2021, p. 20). The investors specifically own the wallet and do not only expect gains but also the ability to sustain itself; this power guides a company's management strategy. Thus, high degrees of regulatory power affect working practices and legal rights because it ensures compliance with environmental and packaging ordinances (Novanti and Suhaimi, 2020). Consequently, the management of the stakeholders is critical to the strategic orientation and long-term development of XYZ Ltd.

Recommendation and Implementation Plan

Key Strategic Recommendations for XYZ Ltd.'s Future Development

Expand Market Reach

To enhance its sales, XYZ Ltd needs to identify the proper measures it can employ in cases of market penetration. It is also important to expand to new areas where it is still possible to capture significant markets for green packaging. Focus on countries with similar or even increased environmental awareness to XYZ Ltd, such as some countries in Europe and Asia with the correct legislation and consumers' requirements for environmentally friendly products (Salsabila et al., 2024, p. 278). Global reach can be quickly adopted with the help of web tools and e-commerce facilities. To enhance this growth, the company should establish a sound web platform through web advertising, and as a result, it will be able to penetrate the international market. However, this also has the advantage of expanding the customer pool while minimizing the risk present in the market.

Enhance Product Innovation

Another key theme of the strategy at XYZ Ltd is innovation. To maintain its competitiveness overall, it should engage in R&D to create and offer competitive green packaging solutions. Consequently, such an investment should focus on developing and producing new forms and products that will be useful in the present and the future. Cooperating with academic centers and other specialist's aids in reducing the time for concept development; also, the knowledge of innovations provided by counterpart industries is obtained (Fitriani and Koesrindartoto, 2021, p. 7). They can also develop information on current trends and technologies that could benefit XYZ Ltd and enhance its market niche within the relevant sector.

Strengthen Strategic Partnerships

The realized objectives of strategic partnerships are to achieve better competitive positioning and enhance the functioning of XYZ Ltd. Connection with related businesses can be symbiotic because they assist in increasing the market area and business and advancing the business function. For example, partnering with producers of organic or sustainability-focused products would require penetration into new distribution channels and markets (Hartanto and Aji, 2023). Furthermore, relations with specific environmental organizations can help to improve the company's brand reliability and put its activities into compliance with larger socially responsible goals (Fitriani and Koesrindartoto, 2021, p. 1). They can also strengthen other aspects of cooperation, such as selling integrated solutions and developing the company's image as a market leader in terms of environmental impact.

Improve Operational Efficiency

Enhancing operational efficiency remains an essential agenda for competitive and profitable operations. Reasonable and best supply chain management is always an opportunity to reduce costs and optimize the use of resources every time. This includes proper management of the supply chain, improvement of relationships with the suppliers, and application of technologies that would help ensure appropriate supply chain visibility (Prasetyawan, 2021, p. 202). Companies could also improve manufacturing activities through sustainable activities, reducing operating costs. For instance, using efficient energy technology, minimizing wastage, and maximizing renewable and sustainable energy use will further both the financial returns and sustainability goals.

Enhance Marketing and Branding

Therefore, XYZ Ltd must enhance its marketing and branding campaigns to pass proper value proposition messages. Thus, the advertisement of company sustainability will attract the target customers since they will realize the benefits of purchasing products from an environmentally friendly company compared to similar firms (Hartanto and Aji, 2023). Through product development features and measures taken on the sustainability of packaging, consumers will perceive the company as being environmentally conscious (Jasnovaria and Munir, 2020, p. 147). This means that when developing a brand story, every stakeholder must ensure that the essential values that customers seek from products are incorporated to ensure that the consumers

embrace the branded products. Social media, content marketing, and public relations approaches might also be employed in promoting the company's messages and might also have a wider reach.

Implementation Plan

Market Research

The first activity in the implementation plan is market research so that the appropriate markets can be targeted. This includes assessing the probability of each country establishing probable markets for a company's sustainable packaging solutions. Key aspects that should be considered when undertaking market analysis include the economic scenario, the policies and regulations, and the competition in these target markets. Also, the customers' needs and demands for the products in these areas should be stated to aid in market segmentation and positioning (Jasnovaria and Munir, 2020, p. 158). This can be done by administering questionnaires, reading articles from business publications, or consulting with business consultants in the local markets. It will also assist in determining which markets to focus more on due to their high profitability and how the product and marketing strategies can be made to suit the region.

Product Development

Product development is crucial in maintaining market competitiveness and meeting consumers' needs. This necessitates enough funds for R&D, constituting new and efficient packaging strategies. This budget should include overhead costs that pertain to recruiting qualified personnel, acquiring equipment, and conducting research. Create new packages and develop a couple of prototypes for use on selected target customers to get their feedback on the latest solutions in case they need modification (Salsabila et al., 2024, p. 271). Engagement with the client during the design phase helps develop the products that meet the market needs. It is also another opportunity to modify the product details depending on its performance in the field.

Partnership Development

There is a need to shift focus towards partnership development to expand market access and optimize the processes. Look for other firms that could partner with the firm in executing some activities or sectors or provide better access to different channels. First, other companies within the green industry, organization companies, or organizations know about ecology. Speak to

potential partners to ascertain how the two companies can help each other (Hartanto and Aji, 2023). Once the possible partners in the process of PFI have been identified, involve oneself in creating structures that will indicate the scope, advantages, as well as responsibilities of the partnership. Therefore, the engagement of contracts and memorandum of understanding to formalize this partnership will enhance mutual expectations and relations.

Operational Improvements

An aim that plays a significant role in an organization's operations is to enhance productivity within production and business operations. The first step involves carrying out a supply chain audit, which helps evaluate the existing conditions of the supply chain. This implies the evaluation of the current organization and supply chain, the purchase systems, and the established supplier relations (Hartanto and Aji, 2023). Applying intelligent solutions such as innovative inventory management may enhance the supply chain's efficiency and reduce costs. Last, employees' awareness of sustainability and novelties should be raised to change their working patterns in response to efficiency developments that result in sustainable action. The training should also be about the techniques used in production, management of wastes, and use of tools and equipment.

Marketing Strategy

Marketing communication is relevant in the firm's case if it is to reach other markets to ensure recognition of its brands. Intensify your advertising and marketing outreach efforts to the newly identified markets during market research and analysis (Hartanto and Aji, 2023). This should illustrate the brand's overall positioning about the targeted markets and the promotions for the various target markets. Use social media, google ads, and content marketing to increase the market for it and increase web sales (Tantarto and Wandebori, 2020). Analyzing the effectiveness of the marketing strategies on the marketing campaigns and making any changes based on the data collected will ensure that the intended goal is achieved by the marketing strategies, increasing the marketing efficiency.

Conclusion

The sustainable business strategy developed for XYZ Ltd can be considered a powerful base for achieving the company's goals and targets within the frame of the eco-friendly packaging niche. Therefore, integrating market expansion and product development as the primary strategies into strategic planning will enable the company to seize opportunities to counter its competitors. Expanding to new markets and enhancing services and products would diversify the revenue streams and make XYZ Ltd partly responsible for developing sustainable solutions.

These analytical tools provide XYZ Ltd. with a complex view of threats and opportunities in the organization's environment: potential threats, changes in the legal and economic environment, opportunities, an important level of innovation, and an extensive customer base. These factors will help avoid potential pitfalls on the way to success. The achieved stakeholder map that focuses on the firm under analysis provides evidence that different stakeholders have unique needs and expectations that must be managed through the relationship with customers, employees, suppliers, investors, and regulators.

They are – enhancing the market reach, increasing the market niche, establishing effective partnerships, improving efficiency, and strengthening marketing approaches. The detailed implementation plan supports the excellent plan by elaborating on market research activities, product development, key partners, operations, and promotions campaigns. As highlighted earlier, adherence to these strategic guidelines will help XYZ Ltd realize all its strategic intent and, at the same time, look for more opportunities for growth in the industry without considering sustainability as a hindering factor. This strategic approach ensures that XYZ Ltd meets present and future market demands without waiting to solve related problems. This results in sustainable business success and positively impacts the industry and the environment. The emphasis on innovation and sustainability will be critical in dictating the company's development trajectory and further strengthening the concept of an environmentally friendly packaging company.

References

Achmad, E. and Prawiraatmadja, W., Proposed Business Strategy to Increase Revenue in Power Generation Sector. https://www.researchgate.net/profile/Ersandhy-Achmad/publication/360199663_Proposed_Business_Strategy_to_Increase_Revenue_in_Power_Generation_Sector/links/629588f36886635d5cb14c70/Proposed-Business-Strategy-to-Increase-Revenue-in-Power-Generation-Sector.pdf

- Apsari, M.S.A., Garnida, N. and Belgiawan, P.F., 2024. Proposed Marketing Strategy to Improve Customer Loyalty of Brand XYZ. *EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi dan Bisnis*, 12(2), pp.217-218. <https://jurnal.unived.ac.id/index.php/er/article/view/5442>
- Azhari, F., 2024. SWOT Analysis in Business Development at Property Company PT. XYZ. *Siber Journal of Transportation and Logistics*, 1(4), pp.158-163. <https://research.e-siber.org/SJTL/article/view/147>
- Baskoro, Y.L. and Taufik, T.A., 2021, June. Application of balanced scorecard (BSC) and stress testing method for strategy formulation in maintaining business sustainability of PT XYZ (PERSERO). In *Proceedings of the 3rd International Conference on Management of Technology, Innovation, and Project, Xinxiang, China* (pp. 18-20). https://www.researchgate.net/profile/Tatang-Taufik/publication/359658136_APPLICATION_OF_BALANCED_SCORECARD_BSC_AND_STRESS_TESTING_METHOD_FOR_STRATEGY_FORMULATION_IN_MAINTAINING_BUSINESS_SUSTAINABILITY_OF_PT_XYZ_PERSERO/links/6246fc557931cc7ccf0bb351/APPLICATION-OF-BALANCED-SCORECARD-BSC-AND-STRESS-TESTING-METHOD-FOR-STRATEGY-FORMULATION-IN-MAINTAINING-BUSINESS-SUSTAINABILITY-OF-PT-XYZ-PERSERO.pdf
- Bisaria, C., 2024. Strategic Penetration and Market Expansion in the Nutraceutical Industry: A Case Study on XYZ Company, Haridwar. *Educational Administration: Theory and Practice*, 30(4), pp.345-346. <https://kuey.net/index.php/kuey/article/view/2057>
- Bisaria, C., 2024. Strategic Penetration and Market Expansion in the Nutraceutical Industry: A Case Study on XYZ Company, Haridwar. *Educational Administration: Theory and Practice*, 30(4), pp.345-346. <https://kuey.net/index.php/kuey/article/view/2057>
- Chui, J.J.Y. and Coroneo, M.T., 2024. Pterygium pathogenesis, actinic damage, and recurrence. In *Pterygium* (pp. 1-26). CRC Press. <https://www.taylorfrancis.com/chapters/edit/10.1201/9781003526094-1/pterygium-pathogenesis-actinic-damage-recurrence-jeanie-jin-yee-chui-minas-theodore-coroneo>
- Fitriani, N. and Koesrindartoto, D.P., 2021. Proposed Business Strategy for XYZ Consultant Company to Financial Improvement Through Acquisition Strategy. *European Journal of Business and Management Research*, 6(2), pp.1-7. <https://ejbmr.org/index.php/ejbmr/article/view/559>
- Hartanto, A. and Aji, R.F., 2023. An Evaluation of DevOps Practices to Prevent Fraud: A Case Study of PT XYZ. *Indonesian Journal of Computer Science*, 12(6).

- Hendrawan, A. and Rustanto, A.E., 2023. The Analysis of Marketing Communication Strategy at PT XYZ. *Lead Journal of Economy and Administration*, 1(3), pp.78-83. <https://internationalpublisher.id/journal/index.php/Lejea/article/view/80>
- Hermawan, A. and Arief, N.N., 2023. Analysis of organizational culture for improving corporate performance at PT. XYZ discreet. *International Journal of Current Science Research and Review*, 6(1), pp.245-254. <https://ijcsrr.org/wp-content/uploads/2023/01/26-12-2023.pdf>
- Indrasaputra, A. and Siahaan, U.M., Business Opportunity Analysis on Halal Vaccine in the Indonesian Market (Case Study of XYZ Biopharmaceutical Company in Jakarta). <https://ijcsrr.org/wp-content/uploads/2022/05/03-02-2022.pdf>
- Jasnovaria, J. and Munir, N.S., 2020, August. Business Model Development of PT. XYZ Using Business Model Canvas. In *3rd Asia Pacific Management Research Conference (APMRC 2019)* (pp. 147-158). Atlantis Press. <https://www.atlantis-press.com/proceedings/apmrc-19/125943214>
- Kainama, J.R.R. and Prawiraatmadja, W., 2022. Proposed Business Strategy to Improve Bank XYZ's Competitiveness through Customer Adoption of XGEB. *International Journal of Current Science Research and Review*, 5(05), pp.143-144. <https://ijcsrr.org/wp-content/uploads/2022/05/07-05-2022.pdf>
- Kyriazoglou, J., 2020. Strategic management controls. https://www.researchgate.net/profile/John-Kyriazoglou-2/publication/347520596_Strategic_Management_Controls/links/5fe0824992851c13fea9cf6d/Strategic-Management-Controls.pdf
- Novanti, H. and Suhaimi, H., 2020. Long Term Financial Planning using Financial Performance Analysis and Prospective Analysis in XYZ Workshop. <https://www.scitepress.org/Papers/2019/84323/84323.pdf>
- Nygaard, A., 2024. Stakeholder Analysis and Certification Strategy. In *Green Marketing and Entrepreneurship* (pp. 101-112). Cham: Springer International Publishing. https://link.springer.com/chapter/10.1007/978-3-031-50333-7_6
- Patty, M.J.B.P., Nurhayati, P. and Muhibuddin, F.W., 2021, February. Business development strategy through value creation analysis in automotive e-commerce platform (Case study: XYZ Platform). In *Journal of Physics: Conference Series* (Vol. 1764, No. 1, p. 012037). IOP Publishing. <https://iopscience.iop.org/article/10.1088/1742-6596/1764/1/012037/meta>
- Prasetyawan, Y.D., 2021. Feasibility Study of Enterprise Resource Planning (Erp) Information Systems Business Development Sbu (Business Strategy) Xyz Development. *International*

- Journal of Economics, Business and Management Research*, 5(08), p.202.
https://www.ijebmr.com/uploads/pdf/archivepdf/2021/IJEBMR_821.pdf
- Salsabila, S., Kusumo, A.H. and Rinawiyanti, E.D., 2024, April. Designing The Business Strategy for PT XYZ: A Company Specializing in Health Insurance Services in Sidoarjo, East Java. In *Proceedings of the International Conference on Strengthening Capacities of Multi-Sectors Toward Sustainable Development* (Vol. 1, pp. 271-278). UNIVERSITAS DWIJENDRA PRESS. <https://repository.ubaya.ac.id/46372/>
- Salsabila, S., Kusumo, A.H. and Rinawiyanti, E.D., 2024, April. Designing The Business Strategy for PT XYZ: A Company Specializing in Health Insurance Services in Sidoarjo, East Java. In *Proceedings of the International Conference on Strengthening Capacities of Multi-Sectors Toward Sustainable Development* (Vol. 1, pp. 271-278). UNIVERSITAS DWIJENDRA PRESS. <https://repository.ubaya.ac.id/46372/>
- SK, R.I.S.N.I., 2020. Planning business model canvas with SWOT method at XYZ Institute. *Dinasti International Journal of Digital Business Management*, 1(5), pp.781-793.
<https://dinastipub.org/dijdbm/article/view/483>
- Smith, J. and Jones, M., 2022. Statistical Methods for Pipeline Validation. *Journal of Data Science*, 20(1), pp.1-25. <https://fastercapital.com/topics/list-the-sources-of-data-and-information-used-in-the-analysis.html/4>
- Tantarto, T. and Wandebori, H., 2020. Business Strategy Improvement for PT. XYZ to Achieve Competitive Advantage in Construction Industry. *European Journal of Business and Management Research*, 5(4). <https://www.ejbmr.org/index.php/ejbmr/article/view/420>
- Yosafat, B. and Hudrasyah, H., PROPOSED MARKETING STRATEGY TO INCREASE REVENUE OF PT. XYZ IN TEXTILE INDUSTRY. *Marketing*, 1009, p.4P.
<https://www.aijbm.com/wp-content/uploads/2021/05/E452937.pdf>