



UNIVERSITY OF WALES
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Lecturer: Gladius David Kulothungan

Submitted by: **Bui Bich Phuong**

Student ID: 1911695

**Case Study: Mercy Corps and Kebal Healthy Food Carts:
Sustaining and Scaling Up**

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Executive summary

The Mercy Corps had run a non-profit program called KeBal pilot program, and it would be end at November 2010. From that date, the managers needed to transform the program to a real business with profit purpose as well as financially self-sustaining. The business was focusing on selling food for poor children in Indonesia. Here there were a big number of children in malnutrition because of several reasons. The most important come from poverty, the low-income parents could not provide their children high quality food at low price. The project of KeBal of Mercy Corps was going to try seeking for strategies to help the parents providing nutrition foods for their children and make profit for this business. The essay is going to do strategic analysis of internal element as external factors influencing the new business. Based on the analysis, the author is able to give the new business recommendations about appropriate strategies to build up it as well as try to find out to good model for the new business operating.

1. Introduction

The major jobs of managers who are responsible for strategic management are utilizing organization's resources like people, finance or factories as well as enhancing firm performance in the external environments (White, 2004). There are a number of purposes as the outcomes of strategic management. The strategic management should show its effectiveness in many aspects such as increasing profit, improving job satisfaction and share price growing (Alkhafaji, 2003). There are main keys of strategic management, they are strategic analysis, strategic development and strategic implementation. Firstly, strategic analysis mentions about analyzing of environment, resources as well as goals of the organization. Secondly, strategic development includes providing options, rational selection and seeking the route for future strategies. Thirdly, strategy implementation refers to allocating resource, strategic planning as well as strategic change (Sadler, 2003).

The study is going to do strategic analysis of how the main issues of the organization namely Mercy Corps coped with. In order to do analysis, the models as well as theories will be applied with the purpose of showing how the emergent strategies were deployed. Beside this, the essay aims to illustrate how the organization can gain its competitive advantage. KeBal was a pilot program running by Mercy Corps with the purpose of selling foods to poor children with high nutrition. The program was successful but with the non-profit goal. After November 2010, Mercy

Corp need to run the project independently with profit purposes. The founders had done a successful program, but they could not be sure that the old model can be applied successfully in the new context of making a real business with profit purpose. Because they must be financially self-sustaining (Jonathan Lehigh; Erica Carlisle; Chris Lin; Libby Putman; Emily Spurl, 2010)

Keys issues in the cases study: Firstly, the funding issues could occur from November 2010. Because after this date, Usye and Dini required to change the KeBal project from a non-profit pilot program to independent business. In other words, after November 2010, it would be the self-sustaining financially. The second issue is that how managers could structure KeBal as a flourish business. Although the KeBal pilot program was successful, but it was in another situation (getting funds and no-profit purpose). The two managers of Mercy Corp had gained little experience in business from the pilot program.

2. Main Findings

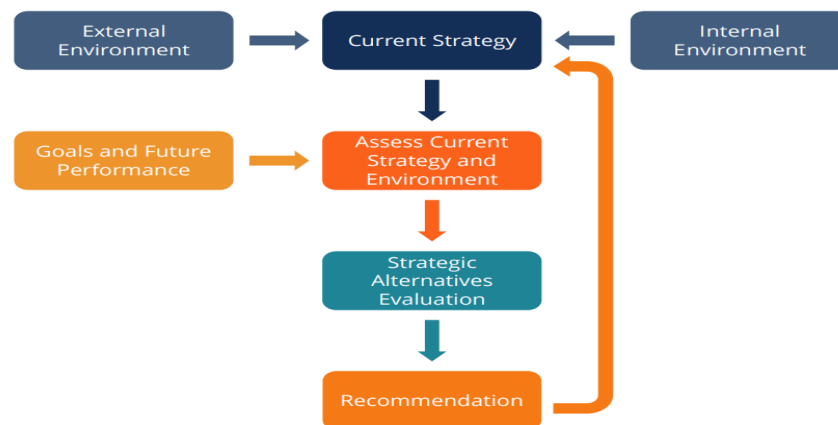
2.1 General information about Mercy Corps and KeBal program

Mercy Corps was established with the purpose of helping people in building secure, productive and communities. Over 30-year history, Mercy Corps had spent more than 2 billion dollars in aiding people in 107 nations. Mercy Corp had had many officers around 40 countries, which lead Mercy corps becomes one of the biggest NGOs all over the world. Mercy Corps had showed its mission of stressing the social entrepreneurship importance as well as creative thinking (mercycorps.org, 2020). Following (Jonathan Lehigh; Erica Carlisle; Chris Lin; Libby Putman; Emily Spurl, 2010), Mercy Corps was seeking for an approach to turn its KeBal pilot project of selling quality food from food carts to children in Jakarta, Indonesia. The Mercy Corps was opened from 1979 by the founder Dan O'Neill and Ellsworth Culver. It is a global organization of "non-governmental, Humanitarian aid". The organization has been helped more than 220 million people in surviving humanitarian conflicts, seeking increase standard in live hoods. Its mission is that "alleviate suffering; poverty and oppression by helping people build secure, productive and just communities." At this time, in 2010 Indonesia had have around 240 million people in 17500 islands. Following UNICEF publication in January 2010, there was one-third children at under 5 years old were suffered from malnutrition. The malnutrition reasons come from mainly aspects of poverty and ineffective mothers feeding practices. Low income of workers around 500,000 to 1000,000 Indonesian rupiah (IDR) monthly which is around \$53 to \$106, while the GDP per capita

was around \$187 monthly. In this area, mothers tended to buy food for their children from many food carts such as fried and sweet food. The food is cheap but unhealthy for children. Mercy Corps had provided the food cart program with menu focusing on under five age children. The program aimed to (1) sell high quality food for children as well as enhancing awareness about current nutritional issues; (2) provide a certain number of jobs for locals who were living in low standard with low incomes (3) make a profitable business model with self-sustaining

2.2 Analysis

In general, strategic management is defined as the firm management of its resource with the purpose of achieving its targets. Strategic management relates to defining firm goals, the firm competitive situations, internal factors, strategies evaluation (N. Orcullo, 2007), when doing strategic analysis, some effective tools usually are used such as SWOT analysis, Porter's Five Forces analysis and value chain analysis.



Sources: <https://corporatefinanceinstitute.com/>

Base on (Bhandari, 2013) strategic analysis refers to a process of studying about environment of a firm's business. It involves in setup plans for decision making as well as stable working in a company. Following (Adrian Haberberg, Alison Rieple, 2008). Situation analysis mentions to subsequent stages which aim for identifying the firm positions. It includes external analysis and internal analysis

2.2.1 SWOT analysis



Sources: <https://tallyfy.com/>

SWOT analysis is a powerful tool in management; SWOT can help analyzer in term of showing a general information of these things affecting an organization. There are four elements in SWOT containing internal strengths, internal weaknesses, external opportunities and external threats (Marios Katsiolouides, Arpi K Abouhanian, 2009). Firstly, the company strengths can be both tangible and intangible. The internal things can bring positive impacts for the companies. For examples, the low cost of structure or special products. Secondly, the factors of firm's weaknesses usually are things making the firm value reduction or limiting the company competitive advantages. From identifying the weaknesses, the company are able to improve itself. Thirdly, opportunities are external situations which help to bring the companies benefits or any positive impacts. Finally, threats are things influencing the companies negatively, such as taxes, trade barriers (Dave Williamson, David Williamson, Wyn Jenkins, Peter Cooke, Keith Michael Moreton, 2013)

Strengths	Weaknesses
- Low cost of structure - Special products or services - High level of team works effectiveness -	- Low positioning - Lacking expertise or lacking high quality staffs - Unwell-known brand name - low satisfaction from customers and staffs
Opportunities	Threats

- the trade policies - competitor leaving the market - modern emerging technologies - supported regulations	- high taxes - high trade barriers - new competitions - new and strict regulation (unsupportive regulations) - many substitute products or services
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Strengths: KeBal had gained success in the pilot program. Thus, it can be competitive advantages for managers when running it in new program. Managers had had certain experiences on this field. Moreover, customers were very loyalty. As the data shows, there were at least 97% of customers bought food from KeBal three times weekly. Furthermore, with the purpose of providing the clean food and healthy food for children, it can gain attentions from mothers (customers). Besides, prices of food were low compared with the equivalent quality food. Along with providing nutritional foods for children, the business can have benefit of cheap cost of labors.

Weaknesses: Financing sources could be one of the big issues of the project. Another weakness was that the limitation of menu food. There were nearly 70% mothers wanted to ask for menu variety. Managing cost might be also another weakness of the new business. the real business would require a good cost managing in order to maximizing the profits. When the food was selling at low price, it meant that all inputs should be at extremely low cost including raw materials, staff paying and other expenses.

Threats: children in North Jakarta had formed habit to buy unhealthy food cart, it can be a big difficult to change the habit. Moreover, the business might face with risk of substitutions because these kinds of foods can be easy to vary while the menu of the business was limit number of foods.

Opportunities: Due to the condition of majority low income population, cart food can be easy to get market share rather than restaurants due to it cheap prices. In other words, the foods would able to compete well with other foods from restaurant. Low taxes as a supportive regulation from government to encourage projects helping poor people. In the condition, in

North Jakarta, Indonesia there were a big number of children in malnutrition, it was not only the worries of parent, it also was really a big headache for the Indonesian. The KeBal could able to take supports from government in this industry because it also can bring solutions for both poor parents and government to handle the issues.

2.2.2 PESTEL analysis



Sources: <https://www.business-to-you.com/>

In term of doing external analysis, one of the most common tools used is the PESTEL analysis, which refers to elements of political, economic, social, technological, and legal and environment. The factors are considered as main things affecting product' prices as well as product producing. In other words, the model is possible to show an overview of how the company can gain opportunities as face with risks (Alkhafaji, 2003). The main limitation of this tool is that PESTLE require a big data of information when analyzing in six above fields, it leads big amount of times spending as well as the difficult when collecting data (Dave Williamson, David Williamson, Wyn Jenkins, Peter Cooke, Keith Michael Moreton, 2013)

Political factors	Economic factors	Social factors
- Government regulations - Trade restriction - Political stability and etc.,	- Economic growth - Interest rates - Inflation - Currency exchange rates and etc.,	- Population growth - Age demographics and etc.,

Technological factors	Environmental factors	Legal factors
- Investment incentives - Technology change rate and etc	- Climate - Geographical location	- Laws influencing the business

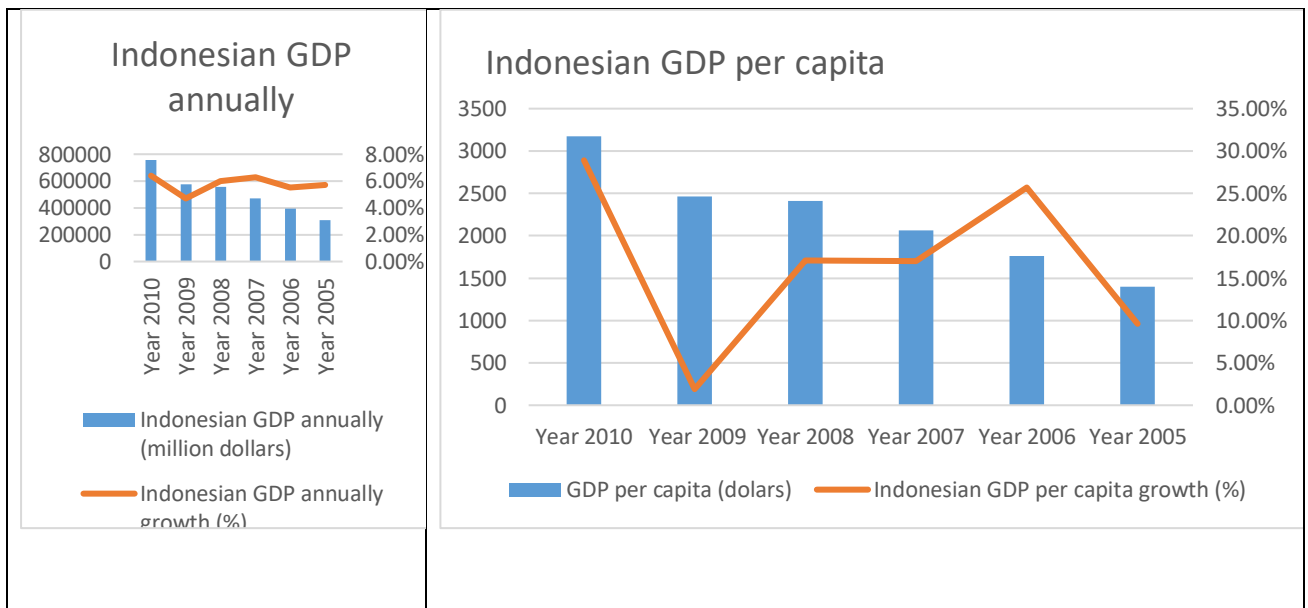
Political factors: Indonesian politic system had been operated as the structure of presidential parliamentary democratic republic. Therefore, the Indonesian President was the head of state as well as of government. The government is the only organization exercise the executive power. Whereas the power of legislation belongs to government and bicameral parliament as well as people's Consultative Conference which includes Regional Representatives Council. Another important thing is the judiciary is not dependent on executive and legislature. The government put attempt to gain political stability

Economic factors: at that time, in 2010, Indonesian economy had shown a good performance within years. I 2010, the Indonesian economy had grown stably. The country had gained its goal for its economy growth of 6%. In the first quarter the growth rate achieved 5.8%. in the second quarter it went up to 6.2%. In the third and fourth quarter it was 5.9% (<https://countryeconomy.com/>, 2010).

GDP of Indonesia at market prices in 2010 (Quarterly)				Indonesian GDP annually			Indonesian GDP per capita		
Date	GDP (each quarter) (million dollars)	GDP Growth (%) each quarter	GDP Annual Growth each quarter (%)	Date	Indonesian GDP annually (million dollars)	Indonesian GDP annually growth (%)	Date	GDP per capita (dollars)	Indonesian GDP per capita growth (%)
Fouth quarter	200120	1.60%	6.60%	Year 2010	755250	6.40%	Year 2010	3170	28.90%
Third quarter	192460	1.50%	6.40%	Year 2009	577539	4.70%	Year 2009	2460	1.90%

Second quarter	186090	1.70%	6.50%
First Quarter	177384	1.60%	6.10%
Year 2008	558581	6.00%	
Year 2007	470144	6.30%	
Year 2006	396290	5.50%	
Year 2008	2410	17.10%	
Year 2007	2060	17.00%	
Year 2006	1760	25.70%	
Year 2005	1400	9.60%	

Source: (<https://countryeconomy.com/>, 2010)

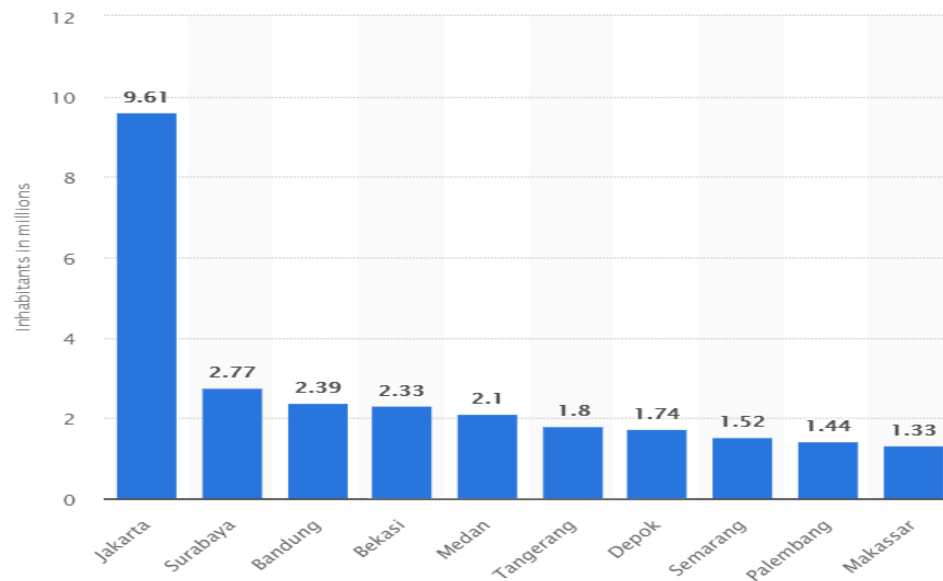


Social factors: Indonesia has more than 1.9 million-kilometer squares, it leads Indonesia become the 15th largest all over the world with more than 13700 islands. Following (Indonesia, 2012) the Indonesian population growth rate in 2010 was 1.3%. from 2000 to 2010, the population of this country had increase average 1.49% each year. Indonesia had around 240

million habitants at that time in 2010. However, following UNICEF (United Nations Children's Children Fund), there was more than 30% children here in malnutrition.

Indonesia: The largest cities in 2010

(in million inhabitants)



Technology factors: Indonesia is not considered as a strong technological country. In 2010, the government of Indonesia had funded more than 205 million US dollars for research and development to grow technology quality.

Environment factors: due to high rate of population growth or years, Indonesia had to face with big issue of environment. The high-density rate of population leads the high poverty

Legal factors: the Indonesian laws had been based on a system of civil law. There are many different forms of Indonesian legislation, however it had been reported as not effectively, such as the rife corruption is one of the big issues in Indonesia

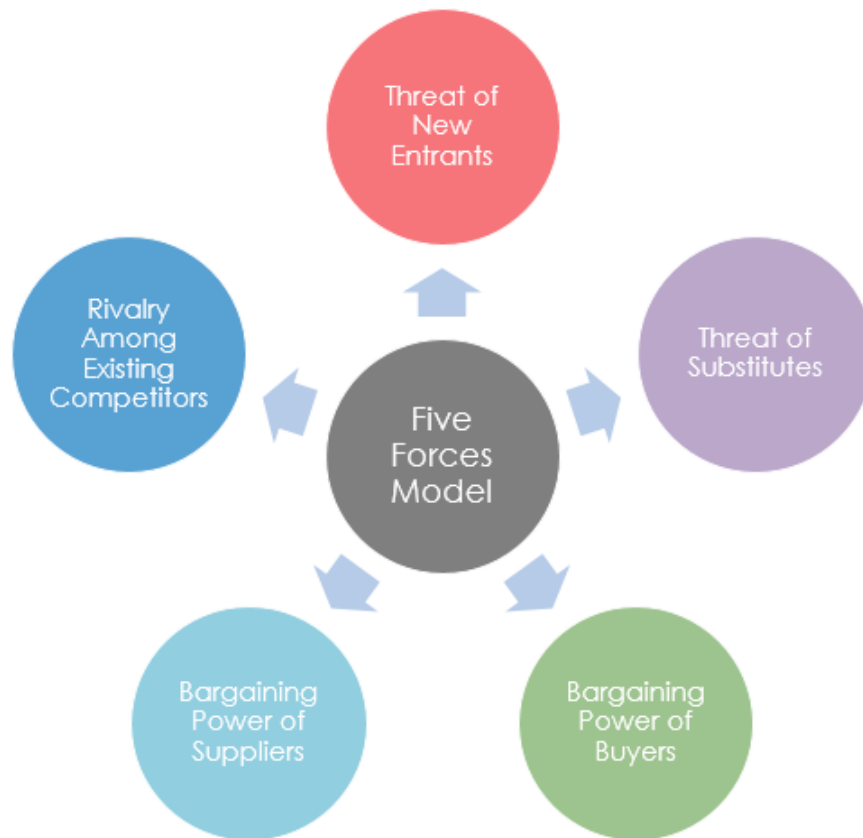
2.2.3 FIVE FORCES analysis

Porter's Five Forces Model is also a great tool when researching about organization external factors. It was created by Michael E. Porter in 1979 as framework to evaluate complete strengths as well as risk of a business (C Appa Rao, B Parvathiswara Rao, K Sivaramakrishna, 2009). The tools help analyzer to identify the five main forces playing important roles when

shaping the market as well as industry. They are things focusing on evaluating how competition intensity are, attractiveness as well as risk level and profitability of an industry. There are five keys of this tool including (1) competition level in the market; (2) risk level of entry by potential competitors. (3) The power of bargaining of customers; (4) the power of bargaining of suppliers and (5) Threat of substitution (Wyn Jenkins, Dave Williamson, 2015).

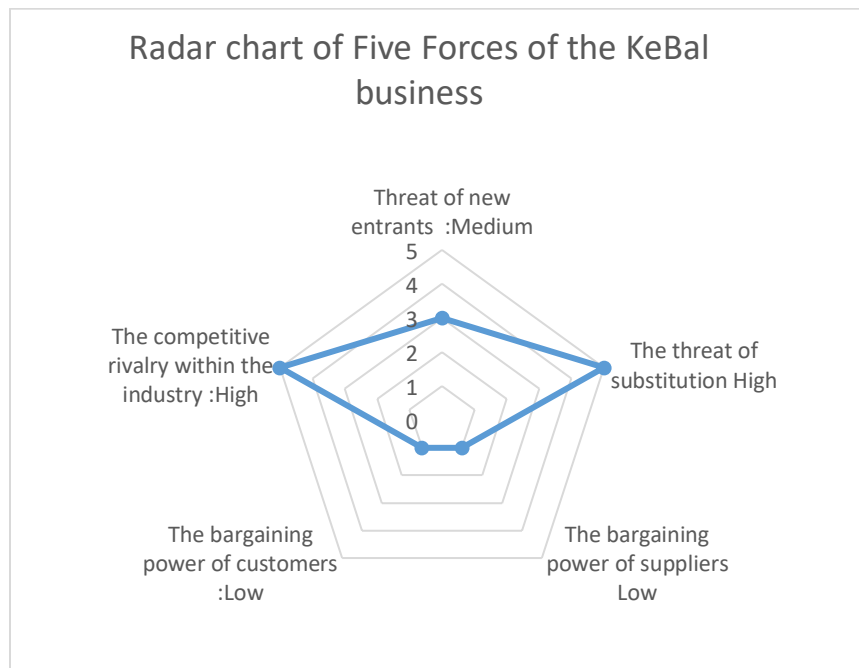
Firstly, *competitive rivalry* refers to number of competitors as well as their power in term of gaining the market share. In a market, which has several competitors being able to supply the equivalent goods or services, it leads a weak power for the company. Thus, in this case, it calls the high level of completion in the industry (Daniel Kipley, Ronald Jewe, 2018). Regarding to the case study of Mercy Corps and KeBal project, it might have high level of competitive rivalry. Because this filed is not require big amount of capital, therefore it might have many other competitors who can do the similar business. Secondly, *threat of new entry* involves in how easy the new entrants can enter in the market. If the competitors can enter in the market with low cost of time and money, so in this case the high level of threats of new entry will be witnessed (Rebecca Grill, 2019). With the business model of KeBal of Mercy Corps, the threat of new entrance can be considered as medium level. Because normally selling stuffs to poor people with low price with not very get high profitable. Thirdly, *supplier power* is how difficult a supplier can control the input costs. In facts, when a supplier can control or drive up the input cost well, it means that the company can be not easy to switch to another supplier or there are only few suppliers can enter in the industry. In this case the supplier can gain high level of power in the market (N. Orcullo, 2007). business model of KeBal of Mercy Corps has low level of bargaining power of suppliers, in the street markets, suppliers usually have the same price with the same product and low price. So, it is not easy to gain bargaining with lower prices from suppliers. Fourthly, *power of customers* mentions about how easy the customers can gain their bargain in term of negotiating the low purchase prices or getting their deals. For examples, When a firm have independent clients or buyers they may have more chance to increase their prices rather than the group of customers who can know each other's (Anthony Henry, 2008). With the business model of KeBal of Mercy Corps might have the low level of power of customers. Its customers who have low income, it leads them in low living standard, their children used to eat unhealthy food at low price, but when Kecal entered in the market, customers who are children have great opportunities to eat nutritional food with low price.

That is especially important things the poor parents can provide their children. Finally *threat of substitution* mentions about the number of substitutions, which can be used instead of the company goods or services with the equal quality. In the case if the company can have unique products or services, it means that they have the low level of threats of substitution. The substitution can be considered as high level (G. V. Satya Sekhar, 2009). With the business model of KeBal of Mercy Corps has a simple formula of cooking, so there are various foods can be made from the simple cooking formula with nutrition. Thus, there is a high possibility of substitution occurring



Summary the five forces evaluation

Threat of new entrants	The threat of substitution	The bargaining power of suppliers	The bargaining power of customers	The competitive rivalry within the industry
Medium	High	Low	Low	High



2.2.4 Financial analysis

Financial situation is one of the most important elements of a company. Thus, when doing strategic management, the managers need to gain the understanding about the company financial health by doing financial analysis. There are few common group of ratios using when analyzing financial data such as profitability ratios (return on equity and return on asset), liquidity ratios (current ratios, current liabilities), Capital gearing ratio and investor ratios (Martin S. Fridson, Fernando Alvarez, 2011)

These below is the summary of financial situation of Mercy Corps in 2009.

Total capital (\$)	162668730
Equity (\$)	64517337
Asset (\$)	162668730
Liability (\$)	98151393
Cash and equivalent (\$)	164645
Operating income (\$)	10650026
Net profit (\$)	3021555
Return on asset (\$)	2%
Return on equity (\$)	5%
Debt to asset (\$)	60%
Debt to equity (\$)	152%

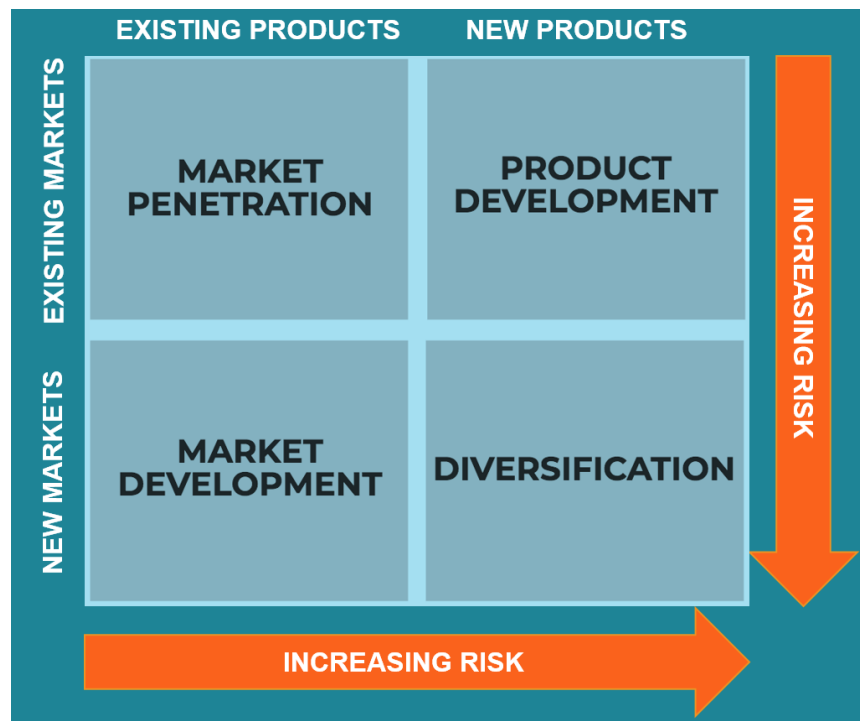
Source: (Mercy Corps financial statement 2009, 2009)

The tables show the financial situation of Mercy Corps in 2009. It can be stated that Mercy Corps has a good financial in 2019. With the profitability ratios, the ratios ROA and ROE gained high percentage. Return on asset (ROA) was 2% in 2009, it meant that each dollar of asset can generate 0.02 dollars net profit. With return on equity (ROE), it was 5%, it meant that each dollar of equity will make 0.05 dollar of profit. Considering to gearing ratio, the debt to asset is 60% it was a bit high and the debt to equity is 152%, it is too high ratio. The pilot program brought a high return for Mercy Corps. The data has showed that profit margin for its menu items was at least 20%. Each vendor was likely to sell around 40- 70 porridge portion at approximately 0.2 dollars each serving (Jonathan Lehigh; Erica Carlisle; Chris Lin; Libby Putman; Emily Sporn, 2010).

2.2.5 Ansoff matrix analysis

The corporate level strategy is defined as pattern of decisions determining the organization aims, creating the policy, which help the organization to achieve the goals, setting up the range of businesses of the organization (Hiriyappa, 2015). Ansoff matrix is considered as helpful tools in term of examining and planning for firm strategies to grow. In this tool, there is a matrix showing four possible strategies can be used with the aim of helping a firm growing. Firstly, the strategy is “*market penetration*” focusing on improving volume of sales of the current products in the current market. Secondly, the strategy is “*product development*” which is employed when a firm want to

set a goal of introducing new products to a current market. Thirdly, the strategy is “*market development*” focusing on selling current product in the new market. Finally, the strategy is “*diversification*” focusing about introducing a new product in a new market (Manuel Becerra, 2009).



Sources: <https://corporatefinanceinstitute.com/>

Market penetration strategy: Mercy Corps could aim to expand its market share. In order to do that Mercy Corp could run a discount prices in some occasion to persuade new customers. Another way can be providing promotion to attract new buyers. In the case of expending the marker KeBal of Mercy Corp should make the market research to understand about which are the main factors affecting customer decisions. For examples, if the reason comes from the awareness of how nutrition foods are important, KeBal could invest more on advertising with concentration of highlighting the key sentences about it. It would be able to help KeBal gain more customers.

Product development strategy: Mercy Corps can be able to seek for an effective strategy to sell new product or new service in the current market. It can help Mercy Corps to improve its profit.

In order to that, Mercy Corps need to have a deep understanding about its current market, then providing the new products or service meeting the customers' needs or demands. For examples, investing in researching more other foods to build up a big range of foods with attractive dishes to gain attention of kids. There are more than 70% current customers of KeBal wanted to ask more kind of foods in the menu. So, this strategy should be considered as the first priority for KeBal

Market development strategy: Mercy Corp might have a great deal of chance for this strategy, entering a new market to sell its exist products like growing its customer segments. Mercy Corp can apply the same model of selling in both new domestic market and foreign market. Whereas Indonesian was one of the biggest number of population, many of parts of this country were facing with poverty, so selling cheap foods with nutrition for children in new regions in Indonesia could be a good idea.

Diversification: that seems the most difficult strategy for Mercy Corp. in this term, Mercy Corps has to try to do market research to understand about the new market, then based on that Mercy Corps can provide the products and services reaching the new customers' demands.

2.3 Options

There were 2 options for KeBal. The first option was that Mercy Corps would create a structure with cooking center and then run quickly. It was three-layer model. The top layers could be the headquarters, for being responsible for managing quality, product development, and marketing, thus incomes would come from the fees of franchise. The second layer would be owners of independent cooking center. The third layer would be independent vendors. However, if that way was applied, issues of big funding for the structure as the high fee setting for three-layer structure as well as the quality control. Moreover, headquarters needed to be taken obligation for developing new products training and marketing The option might not be suitable for KeBal at this situation, because they were very new business with managers having little experiences in this field. This is able to give more difficult for top managers who have to manage a big and complex structure. Moreover, coming with the complex structure model, KeBal had to think about big cost of managing when they also had to find out the solution of financially self-sustaining

The second option, which was the two-layer model. The top layer was headquarter who own the cooking center. The second layer was vendors. This option seemed be more suitable for KeBel at its situation. They could able to save cost of operating, as less complex structure, it was very

important key for KeBel at initial stage. Moreover, when headquarters was able to monitor the quality more effectively. Compare with the above option of three layers, it can help the new business to avoid risks of lose-control quality when the market spreading. In other words, the structure of business possessed only 1 level of franchise, and it was applied by many other businesses in Jakarta at that time. Furthermore, when working with this model, if they want to make changes any things involves in menus or process, it would be simple as well as easier than the three layers model. As being a new business, they had to set up both short-term and long-term plans and targets and make the quick changes or adjustment if the market require doing it. However, there were some drawbacks of this model. When KaBel decides to own the center kitchens, it meant that the new business need to budget a big amount of money for this, it spends for building up headquarters and center kitchens. Thus It might lead more time ad efforts to do it , compared with the above option which give power of setting up new kitchens for the independent owner cooking centers.

3. Recommendation

Because KaBel was the new organization, thus the first option of three layers might bring them more difficulty. Firstly, the difficulty come from finance aspect. The business may not get benefits of finance as a many manager the profit needed to divide into several parts. Secondly, the issue of quality control might have high possibility because managers had not gain many experiences in business.

The suitable option for Kabel should be the two-layer model. The first benefit of this option is that managers could be easier to manage and operate the business with cooking centers finances. In other words, it was easier to manipulate and save cost of managing. The bottom layer were vendors which also bring the vendor more independent. Moreover, whining cutting the middle layer, top manager also gets rid of the possibility of risk of the cooking center leave the organization and then become its competitors.

In order to do that, the first priority action of this business should try to gain good financing sources. In this option, there would be only 2 layers of structure business, quality could be easier to control, but it would lead the big cost of building up the cooking center at the first stage, while they could not make any revenue before the center kitchen building had finished. Structure of capital should come from both external and internal sources. Besides gaining fund from Mercy

Corp as equity capital, the KeBal managers should also look at borrowing from banks and other organizations who have interests about the projects. Moreover, it is very important to raise awareness for parents in general about how nutrition foods are essential for children growing. It is not only great positive impact on children healthy, but also it can change the bad habit of eating unhealthy food (fried and sweet foods) for children. The KeBal could arrange programs to providing parents basic knowledge about this and try to make impressive mission and vision for its business focusing on social benefits. At the pilot program, it was very good news for KeBal that there was most of customers who would be loyal buyers, it meant that parents had trusted about what KeBal providing.

4. Conclusion

After the date of November 2010, KeBal will get the new challenge of becoming an independent business without receiving outside funds. Managers who had little experience with the successful KeBal pilot program had to try to find out the appropriate strategies for new business. Facing with few issues of financing, structuring and managers lacking experience in operating business with self-sustaining financially. In order to answer for these issue questions, managers need to do good strategic management. Using tools to help managers to analysis situations including external and internal factors affecting the business, based on that they can set up the good strategy for their business. the effective tools used to analyze are SWOT analysis (strength, weaknesses, opportunities and threats), Porter's Five Force analysis (threat of new entrant, competitive rivalry within the industry, threat of substitution, the bargaining power of suppliers and the bargaining power of customers). The PESTEL analysis (political factors, economic factors, social factors, technological factors, environmental factors and legal factors. Moreover, for setting future strategy, Ansoff Matrix can be used. The two layer model could be the most suitable model for this organization at the situation, as the new organization need to save cost through cutting layer of structure, avoiding risk of middle layers becoming competitors and encourage the vender as bottom layer work more independently.

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