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Business development strategy analysis at PT Buka Buku Pustaka

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ABSTRACT

This study examines the business development strategy of PT. Buka Buku Pustaka in the midst of the increasingly stringent challenges of the book industry, including digitization and piracy. The research method used is semi-structural interviews with key sources and secondary data analysis of company documents. The analysis process includes mapping business environmental conditions, SWOT analysis, and the application of the Analytical Hierarchy Process (AHP) method to determine strategy priorities. The results of the study show that the company's strength factors, such as a strong consortium of issuers, play a significant role in strategy development. The proposed strategic priorities include optimizing distribution networks and partnerships with libraries for the Merdeka Learning Program, as well as accelerating the development of e-book infrastructure. This research has implications for PT. Buka Buku Pustaka in creating more effective business strategies and contributing to academic and practical literature on business strategies in the book distribution industry. It is hoped that the results of this research can help companies increase competitiveness and maintain their existence in the digital era.

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INTRODUCTION

Knowledge has a crucial role in progress in various aspects of human life. Current technological developments have made it easier for humans to carry out various activities. Today, with the development we see now, knowledge in the past was spread through various media before it was finally known in the form of books. Books have a vital role in creating quality individuals, because books are one of the tools used to disseminate information. Books offer different types of knowledge that are very important for individuals to improve their own abilities and qualities (Pranata, 2007).

In line with the times, there has been a change in the book industry from physical form to digital form (e-book). However, it seems that physical books have a greater appeal than e-books. According to IKAPI (2021), the contribution of e-books only recorded 18% of all total book sales in Indonesia. Even during the COVID 19 pandemic, only a 4% increase in digital book sales can be stated as insignificant (Bisnis Indonesia 2020). The positive effects of this are felt by the book distribution and publishing industry, especially after the economic recovery in 2021 and beyond. In 2021, the book publishing industry nationally increased by 10 to 20%, as reported by IKAPI (2022). This is related to the increasing interest in reading in the community. According to the Central Statistics Agency (BPS), it shows that Indonesia's reading interest rate has improved to 63.9% in 2022 from 59.5% in the previous year.

The improved progress of the book publishing industry provides profitable business opportunities with increased revenue compared to previous years, especially for book distributors. In the book industry, the role of distributors is very important because they are a core part of book marketing (Hintoro & Fritz Wijaya, 2021). This is because distributors have a wider distribution network, so that they can increase the speed of product distribution to bookstores and agencies that need products in large quantities. The development of the publishing industry and positive market growth encouraged an increase in the number of book distributors, which then led to fiercer competition in the distribution sector. For example, a statement issued by the Ministry of Education, Culture, Research and Technology in 2022 where the number of book distributors in the form of Limited Liability

Companies (PT) in 2022 is 690 companies, which are dominated on the island of Java, namely DKI Jakarta Province (37.54%), West Java (21.59%), and East Java (12.17%).

Buka Buku Pustaka, a book distribution company located in Jakarta and established in 2011, actively sells books through exhibitions, marketplaces, and conventional bookstores, and has established partnerships with more than 200 printers throughout Indonesia. The company's target market includes a wide range of ages between 10 and 50 years old, regardless of gender or educational background, with products as diverse as textbooks, novels, encyclopedias, and more. In addition to selling books, Buka Buku Pustaka also develops business strategies through the Cheap Book Exchange program to increase access to reading and support entrepreneurs, as well as collaborating with PT. Aksaramaya to spread digital literacy in the community. Despite facing challenges due to the COVID-19 pandemic, Buka Buku Pustaka managed to survive and grow thanks to the implementation of innovative business strategies.

In the midst of the business development experienced by Buka Buku Pustaka, technological advances also have a negative impact, such as a decrease in public interest in reading books due to the existence of entertainment facilities through mobile phones and easy access to illegal E-books and pirated printed books, which causes a lack of interest in original printed books and has the potential to reduce the book distribution industry. Data from Buka Buku Pustaka shows around 300 posts selling pirated books on marketplace platforms in May 2024, with IKAPI Yogyakarta recording 50 pirated bookstores on Shopee and 18 on Tokopedia. Meanwhile, despite the significant growth of published book titles in the last three years, print book sales have actually decreased, with PT Gramedia Asrimedia reporting book sales that fell 20 percent from January 2019 to January 2020. This causes income inequality for book producers and distributors, so that some distributors are forced to go bankrupt, which requires companies to develop appropriate strategies to maintain their existence and performance in the digital era (Kamaluddin, 2020). Therefore, this research is needed to determine the best strategy for the business development of PT. Buka Buku Pustaka.

Fierce developments in the book industry encourage companies to improve product quality and excellence, although many competing book distributors do not reduce the number of consumers they can reach. In this context, PT. Buka Buku Pustaka faces challenges from digitization such as E-Books and YouTube as well as piracy problems that can harm companies. Therefore, it is important to understand effective strategies in dealing with piracy and increasing revenue to stay competitive in the market. This research aims to identify the opportunities and challenges faced by companies and determine alternative business strategies that can support the development and growth of Buka Buku Pustaka. The focus of this research will include developing the business strategies necessary to address current challenges and accelerate the company's growth.

The purpose of this study is to understand the environmental factors that affect the Buka Buku Pustaka business, analyze various alternative development strategies that can be adopted, and formulate strategic priorities that must be taken. By achieving this goal, it is hoped that the research can provide in-depth insights into the company's internal and external conditions as well as strategic measures that can improve its competitiveness.

This research is expected to provide benefits for PT. Buka Buku Pustaka in creating more effective business strategies, as well as making empirical contributions for researchers and academics related to business strategies. The scope of this research is focused on the book distribution industry, especially on PT. Buka Buku Pustaka, which focuses on distribution services to a wide range of customers. The study aims to evaluate relevant business strategies for companies in facing current industry challenges, although it does not include a thorough analysis of the entire book distribution industry. The results of this research are expected to be applied to improve performance and achieve company goals.

METHOD

This research was carried out in the Agromedia Group located at Jl. H. Montong, Jagakarsa, South Jakarta and also at Buka Buku Pustaka Distributor based on JL. Moch. Kahfi II, Jagakarsa, South Jakarta. This data collection was carried out in July 2024 - August 2024. The methods used include primary data collection through semi-structural interviews with key sources, as well as secondary data that includes related company documents. Interviews were conducted with several sources, including the Director of Operations and Marketing Manager, to obtain relevant information about the company's condition.

The data analysis process begins by mapping the conditions of the PT Buka Buku Pustaka business environment, followed by the identification of internal factors using Value Chain analysis. Furthermore, external analysis was conducted through Foresight, PESTEL, and Porter's Five Forces to understand industry trends and macro factors affecting the company. The results of this analysis are used to populate the EFE and IFE matrices, which help in the evaluation of the company's strengths, weaknesses, opportunities, and threats (SWOT), as well as to formulate new strategies that can be implemented.

Finally, SWOT analysis is integrated to create innovative strategies based on the results of the evaluation of the company's condition and external factors. The Analytical Hierarchy Process (AHP) method is used to determine the priorities of the strategy, taking into account various related aspects. These steps include the

preparation of a hierarchical structure, paired comparisons, and consistency testing to ensure that the resulting strategies are relevant and effective for future development of PT Buka Buku Pustaka.

RESULTS AND DISCUSSION

Based on the results of the AHP analysis carried out, it was found that the influence of each SWOT factor used in the study included strengths, weaknesses, opportunities, and threats on the formulation of PT Buka Buku Pustaka's business development strategy. In this analysis, the four factors were compared to determine their relative level of importance based on the strategy generated in the TOWS matrix. The AHP methodology allows for a systematic and measurable evaluation of each factor, resulting in weights that reflect the company's strategic priorities.

The first analysis carried out is to compare SWOT factors, namely strengths, weaknesses, opportunities, and threats based on their roles in the formulated strategy. The comparison results show that the most important factor is the strengths factor with a weight of 0.450, followed by the opportunities factor with a weight of 0.300, the threats factor with a weight of 0.150, and the weaknesses factor with a weight of 0.100. The dominance of the power factor in this analysis is reflected in its significant role in the SO and ST strategies that produce important strategic initiatives.

Table 1. The weight of SWOT factor analysis

Factor	Weight	Rank
Strength	0,450	1
Opportunity	0,300	2
Weakness	0,200	3
Threat	0,100	4

In the strengths factor, the subfactor that has the highest weight is a strong consortium of internal and external publishers, which is a key component in various business development strategies. This strength plays a vital role in market penetration strategies to increase market share and reduce dependence on external suppliers. The ability to manage a consortium of publishers is also an important foundation in dealing with the decline in the number of book titles and competition with imported books.

In the analysis of weaknesses, the sub-factor that has a significant impact is the dependence on the exhibition schedule for sales, which is the main focus in the alternative channel development strategy. This weakness encourages the company to develop various market penetration initiatives that take advantage of the momentum of the Merdeka Learning Program. Efforts to overcome this dependency are also in line with strategies to optimize operational efficiency and face increasingly complex market competition.

In the Opportunity factor, the subfactor with the biggest impact is the 23rd Episode of the Independent Learning Program with a distribution target of 27 million copies of books, which is the main catalyst in various development strategies. This program is an important foundation in the market penetration strategy that optimizes distribution networks and partnerships with government libraries. This opportunity also encourages the development of e-book infrastructure to accommodate the transformation of digital consumer behavior.

In the context of threats, the most significant subfactor is the level of circulation and influence of imported books in the market, which affects various aspects of the company's strategy. This threat encourages the development of product diversification strategies with strict quality control to increase competitiveness. The company is also responding to these threats through the optimization of its distribution network and dual-channel expedition system to keep costs down and maintain price competitiveness.

Considering the priority of subfactors in each SWOT factor, PT Buka Buku Pustaka can develop a more focused and effective strategy. The company can leverage its main strengths in the consortium of publishers and distribution systems, overcome weaknesses in exhibition dependence, take advantage of the opportunities of the Merdeka Learning Program, and anticipate the threat of imported book circulation in the formulation of its business transformation strategy. The complete results of the SWOT sub-factor analysis can be seen in below.

Table 2. Weights of SWOT sub-factor analysis

Factor	Sub-factor	Weight	Inconsistency
Strength (0,400)	Strong consortium of internal and external publishers	0,25	0,03
	Distribution network in 8 major cities	0,2	
	AMP system for inventory management and distribution	0,15	
	Partnership with 550 government libraries	0,15	
	Ability to manage the government budget cycle	0,1	

	Product diversification (printed books, e-books, ATK)	0,07	
	Strict quality control system	0,03	
	Innovative CSR programs	0,03	
	Expedition dual-channel system	0,03	
Weakness (0,200)	Dependence on exhibition schedules for sales	0,4	0,02
	Significant increase in operational costs	0,3	
	E-book infrastructure under development	0,2	
	Employee satisfaction measurement system is not yet formal	0,1	
Opportunity (0,300)	Independent Learning Program Episode 2	0,3	0,02
	Transformation of consumer behavior towards digital	0,2	
	Complete book products for the government	0,15	
	Active collaboration between the government and stakeholders	0,1	
	11% VAT exemption for some types of books	0,1	
	Disparity in book access between regions	0,08	
	Implementation of distribution monitoring system	0,07	
Threat (0,100)	Circulation rate and influence of imported books	0,3	0,02
	Dependence of external suppliers for the government market	0,25	
	Decrease in the number of book titles	0,2	
	Tax collection of 20-25% of production costs	0,15	
	Buyer sensitivity to price and quality	0,1	

Based on the results of SWOT's analysis, several alternative strategies for business development were obtained for PT Buka Buku Pustaka. The results of alternative priorities for business transformation strategies can be seen in Table 3.

Table 3. Alternative priorities of PT BBP's business development strategy

Category	Strategy Code	Strategy Description	Time	Weight	Rank
Market Penetration	SO1	Optimizing the distribution network and library partnerships for the Independent Learning Program	2025-2026	0,125	1
Market Penetration	SO2	Maximizing issuer consortiums to increase government market penetration	2025-2026	0,115	2
Product Development	WO3	Accelerating the development of e-book infrastructure for digital transformation	2025-2027	0,095	3
Product Development	SO3	Developing product diversification with a quality control system	2025-2026	0,09	4
Market Penetration	WO1	Developing alternative sales channels outside of the exhibition	2026-2027	0,085	5
Market Penetration	ST1	Optimizing distribution networks to reduce costs	2025-2026	0,08	6
Product Development	SO4	Integrate the receiving system with distribution monitoring	2026-2027	0,075	7
Market Penetration	ST2	Maximizing issuer consortiums to reduce supplier dependency	2027-2028	0,065	8
Market Penetration	WO2	Optimize cost efficiency with VAT exemption	2026-2027	0,06	9
Product Development	ST3	Developing a quality control system to deal with imported books	2027-2028	0,055	10
Market Penetration	WT1	Reduce reliance on exhibitions	2027-2028	0,045	11
Product Development	ST4	Integrating AMP systems with eco-friendly CSR	2028-2029	0,035	12
Product Development	WO4	Developing a human resource measurement system	2027-2028	0,03	13

Market Penetration	WT2	Optimize operational efficiency	2027-2028	0,02	14
Product Development	WT3	Accelerating e-book development for digital first sale	2028-2029	0,015	15
Product Development	WT4	Developing HR systems for market complexity	2027-2028	0,01	16

The strategy that is the main priority based on the overall hierarchical structure is to optimize the distribution network and library partnerships for the Independent Learning Program with a weight of 0.125 (SO1). This strategy leverages the company's strength in the distribution network in 8 major cities and partnerships with 550 government libraries to support government programs in the distribution of 27 million copies of books to 9,292 target schools. With its AMP system for integrated inventory management and distribution as well as its dual-channel expedition system, PT Buka Buku Pustaka can efficiently optimize book distribution to various target areas of the program, especially considering the disparity in book access between urban and rural areas which is still a major challenge in the industry.

The second priority strategy is to maximize the issuer consortium to increase government market penetration with a weight of 0.115 (SO2). An internal publisher consortium consisting of 29 group publishers and an external publisher comprising 138 publishers can be utilized to meet the needs of the government's large market, especially in supporting the 23rd Episode of the Merdeka Learning Program. This is in line with the findings of Magadán-Díaz & Rivas-García (2021) that the integration of Knowledge-Intensive Business Services (KIBS) in the digital transformation of publishers is the key to the success of modern book distribution. The company's ability to facilitate legality aspects for external issuers is also an added value in strengthening the consortium's position in the government market.

The third priority strategy is to accelerate the development of e-book infrastructure for digital transformation with a weight of 0.095 (WO3). Seeing the transformation of consumer behavior where 85% of digital media users choose e-books as the most widely used media, the development of e-book infrastructure is critical for the company's growth. PT Buka Buku Pustaka can utilize the barcode system to develop digital reading gardens in various strategic locations such as city parks, libraries, and schools, in line with the transformation of reading mediums that are no longer limited to printed characters. This strategy also supports efforts to overcome the disparity in book access between regions through more accessible digital solutions.

The fourth priority strategy is to develop product diversification with a strict quality control system with a weight of 0.090 (SO3). PT Buka Buku Pustaka has diversified its products that include printed books, e-books, and ATK, supported by a strict quality control system in book acceptance including checking the condition of wrapping, paper materials, ISBNs, as well as print and binding quality. This strategy is important given buyers' sensitivity to product price and quality, as well as the pressure from the level of imported book circulation in the market which reached a weighted score of 0.160 in the EFE analysis. The development of product diversification with strict quality control will help the company maintain competitiveness so that it can meet the needs of various growing markets.

The fifth priority strategy is to develop alternative sales channels outside the exhibition with a weight of 0.085 (WO1). Based on the results of the IFE matrix analysis, the dependence on exhibition schedules for sales is a major weakness with a rating of 1, which indicates the need for the development of more sustainable alternative sales channels. PT Buka Buku Pustaka can take advantage of the momentum of the Merdeka Belajar Program and the government's active collaboration to develop new sales channels, such as e-commerce platforms and integrated digital distribution systems. This strategy is also in line with the finding that 76.4% of publishers have switched to online sales as an alternative to product distribution (Yuniarto, 2023).

The sixth priority strategy is to optimize the distribution network to reduce costs with a weight of 0.080 (ST1). Facing tax levies that absorb 20-25% of the total production cost and competition with imported books, PT Buka Buku Pustaka can optimize its distribution network in 8 major cities (Jogja, Medan, Bandung, Pekanbaru, Palembang, Makassar, Surabaya, and Bali) as well as a dual-channel expedition system to improve cost efficiency. The integrated AMP system allows the company to optimize distribution routes and consolidate shipments, while the partnership with Indah Cargo for deliveries outside of Greater Jakarta can be evaluated for a more efficient cost scheme.

The seventh priority strategy is to integrate the revenue system with distribution monitoring with a weight of 0.075 (SO4). PT Buka Buku Pustaka already has an integrated goods receipt and control system, which can be combined with a comprehensive distribution monitoring system to create end-to-end visibility in the distribution chain. This integration is becoming increasingly important considering government programs that require an accurate tracking and monitoring system, as seen in the distribution of 600 copies consisting of 200 titles of quality reading books to various schools (Suara NTB, 2024). The development of this integrated

system also supports coordination efforts between institutions in eradicating piracy and improving operational efficiency.

The eighth priority strategy is to maximize the issuer consortium to reduce the dependence of suppliers with a weight of 0.065 (ST2). The results of Porter's Five Forces analysis show that the dependence on external suppliers for the government market has the highest score of 4.5, creating a strong bargaining position for external suppliers. By having 29 in-house publishers and a strong consortium, PT Buka Buku Pustaka was able to reduce this dependency while maintaining market share amid a decline in book titles from 147,404 to 95,120. This is in line with the concept of resource dependence proposed by Zhang et al. (2021) that dependence on key suppliers can hinder company performance because it reduces flexibility in resource allocation.

The ninth priority strategy is to optimize cost efficiency with VAT exemption with a weight of 0.060 (WO2). PT Buka Buku Pustaka can take advantage of the Value Added Tax (VAT) exemption policy of 11% for several types of books through PMK Number 5 of 2020 to increase price competitiveness in the market. Fiscal instruments need to be encouraged as much as possible to provide books at affordable prices, where the implementation and technical rules for various tax incentives need to be clarified (Challoumis & Eriotis, 2024; Vence & López Pérez, 2021; Weber, 2021). This optimization of cost efficiency is critical given that the significant increase in operational costs has become a major weakness with a rating of 1 in the IFE analysis.

The tenth priority strategy is to develop a quality control system to deal with imported books with a weight of 0.055 (ST3). With the level of circulation and influence of imported books which has a weighted score of 0.160 in the EFE analysis, PT Buka Buku Pustaka needs to strengthen the quality control system which already includes checking the condition of wrapping, paper materials, ISBNs, as well as printing and binding quality. This system can be developed by adopting international standards to deal with the quality and technology excellence of imported books which scored 4.3 in Porter's Five Forces analysis. Strengthening quality control is increasingly important considering buyers' sensitivity to product price and quality.

The eleventh priority strategy is to reduce dependence on exhibitions with a weight of 0.045 (WT1). Based on the results of interviews with management, PT Buka Buku Pustaka needs to reduce its dependence on exhibition schedules which has been a major weakness in sales. Sales teams in eight major cities can develop alternative sales strategies through canvassing and other sales channels, especially in periods with low exhibition frequency. This is in line with the transformation of consumer behavior that is increasingly digital, where the Gramedia Digital 2019 survey shows that 85% of digital media users choose e-books as the most widely used media.

The twelfth priority strategy is to integrate the AMP system with environmentally friendly CSR with a weight of 0.035 (ST4). Facing the target of reducing greenhouse gas emissions by 31.89% by 2030, PT Buka Buku Pustaka can integrate the AMP system for inventory management with innovative CSR programs for the development of environmentally friendly literacy. This program is in line with the increase in sustainability reports by 81% from 67 reports in 2019 to 121 reports in 2020. This integration also supports the company's efforts to build a reputation as an environmentally responsible distributor.

The thirteenth priority strategy is to develop a human resource measurement system with a weight of 0.030 (WO4). PT Buka Buku Pustaka currently does not have a formal employee satisfaction measurement system, which is reflected as a weakness with a rating of 1 in the IFE matrix analysis. The development of this system is important in line with the 81% increase in sustainability reports, where companies need to have a formal mechanism to measure and improve HR performance. Based on the results of interviews with management, the company has allocated 1% of profits for employee development programs through training and seminars, but still needs a structured measurement system to evaluate the effectiveness of the program.

The fourteenth priority strategy is to optimize operational efficiency with a weight of 0.020 (WT2). Facing tax levies that absorb 20-25% of the total production cost and competition with imported books that have better production cost efficiency (score 4.2 in Porter's analysis), PT Buka Buku Pustaka needs to conduct a comprehensive evaluation and monitoring of the entire operational process. The company has implemented a work evaluation system every three months to detect obstacles or problems that need to be resolved quickly, but further optimization is needed especially in terms of time and cost. This is in line with the findings of Bertheussen & Dreyer (2019) that a focus on operational efficiency is key in facing competitive pressure from imported products.

The fifteenth priority strategy is to accelerate the development of e-books for digital first sale with a weight of 0.015 (WT3). The legal vacuum in the application of the digital first sale doctrine is a challenge that needs to be anticipated with the development of a more mature e-book infrastructure. Existing regulations emphasize more on the distribution of printed works, while digital works such as e-books are in the gray area (Berggren, 2024; Montanari, 2023; Murage, 2021). This development must be supported by a strong Digital Rights Management (DRM) system to protect copyright and control access and use of e-books on certain devices.

The final priority strategy is to develop an HR system for market complexity with a weight of 0.010 (WT4). In the face of increasingly complex market competition, PT Buka Buku Pustaka needs to strengthen

its human resource management system, especially in the aspects of multi-level training and performance measurement. The company has a training program that is tailored to the position level, where the staff level receives internal training from direct supervisors, while the supervisor and manager levels receive training from the General Manager and director. This is in line with the company's strategic plan for 2025 which focuses on the development of multi-sector employees in distribution, allowing employees to master more than one distribution sector in one branch.

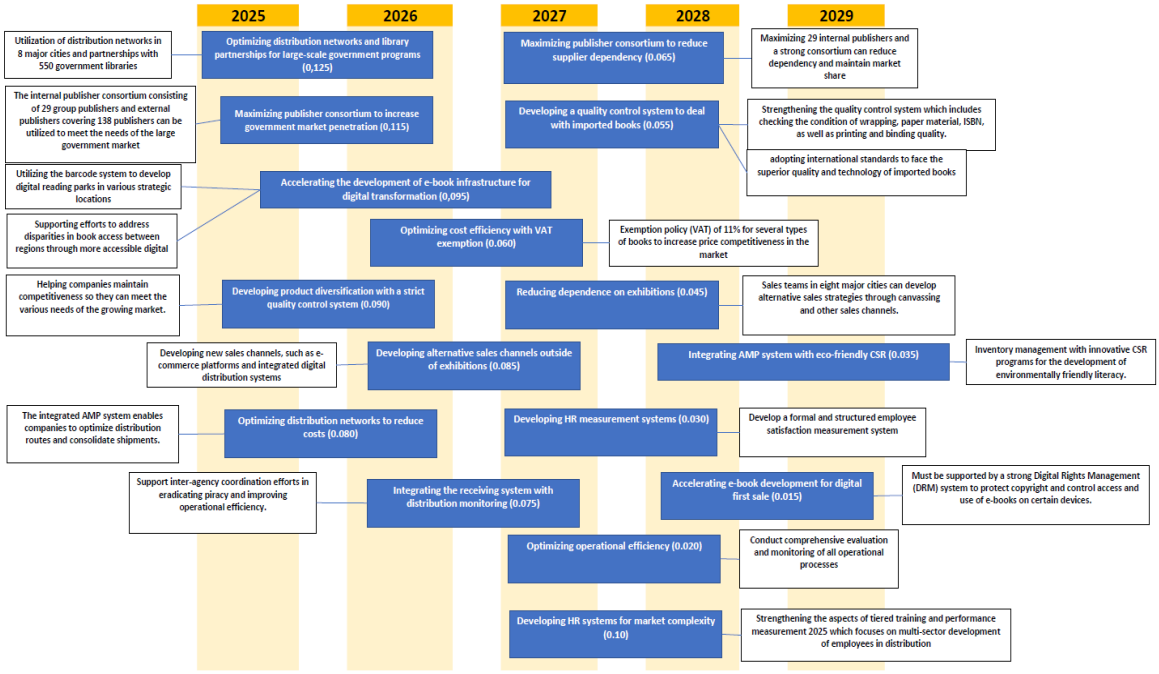

Figure 1. The strategic architecture of PT. Buka Buku Pustaka

Managerial Implications

Based on the results of the analysis of PT Buka Buku Pustaka's business development strategy, there are several managerial implications that need to be considered by the company's management. These managerial implications are grouped into several main aspects:

1. Aspects of Distribution and Operational System Development
   a. Management needs to develop an integrated distribution monitoring system to ensure end-to-end visibility in the distribution chain of the Merdeka Learning Program.
   b. It is necessary to evaluate and optimize the expedition dual-channel system to improve the efficiency of shipping costs, especially for shipments outside Greater Jakarta through Indah Cargo.
   c. The operational team must standardize the quality control process by adopting international standards to face competition for imported books, especially printed books.
   d. It is necessary to conduct periodic evaluations of the effectiveness of the AMP system in inventory management to optimize inventory levels and book rotation.
2. Aspects of Digital Transformation
   a. Management must prioritize accelerating the development of e-book infrastructure with the implementation of a comprehensive Digital Rights Management (DRM) system.
   b. It is necessary to develop the competence of the IT team in managing e-commerce platforms and integrated digital distribution systems.
   c. Management needs to allocate a special budget for the development of digital reading gardens with barcode systems in strategic locations.
   d. It is necessary to conduct digital transformation training for all levels of employees to ensure the organization's readiness to face change.
3. Aspects of Human Resource Development
   a. Management needs to develop a formal and structured employee satisfaction measurement system.

   b. Multi-level training programs (staff, supervisors, managers) must be strengthened with materials relevant to digital transformation.
   c. The allocation of 1% of profits for human resource development needs to be optimized through measurable training programs and seminars.
   d. It is necessary to develop a performance appraisal system that accommodates the multi-sector capabilities of employee distribution.
4. Business Development and Partnership Aspects
   a. Management needs to strengthen coordination with a consortium of publishers (29 internal, 138 external) to optimize the provision of content for the Merdeka Learning Program.
   b. It is necessary to develop alternative sales channels to reduce dependence on book fairs.
   c. The business development team must optimize partnerships with 550 government libraries to expand distribution reach.
   d. It is necessary to develop a new strategic partnership program to support digital distribution.
5. Financial Aspects and Cost Efficiency
   a. Financial management needs to optimize the cost structure by taking advantage of the 11% VAT exemption for certain types of books.
   b. A comprehensive monitoring system is needed to control the significant increase in operational costs.
   c. The finance team must develop a more efficient mechanism for managing the government budget cycle.
   d. It is necessary to conduct a cost-benefit analysis for every digital development initiative.
6. Aspects of CSR and Sustainability Programs
   a. Management needs to integrate innovative CSR programs with the AMP system for the development of environmentally friendly literacy.
   b. The development of metrics is needed to measure the impact of CSR programs on communities and the environment.
   c. The CSR team must develop a program that supports the target of reducing greenhouse gas emissions by 31.89% by 2030.
   d. It is necessary to develop a comprehensive sustainability report following the trend of increasing ESG reports.
7. Monitoring and Evaluation Aspects
   a. Management needs to maintain and improve the work evaluation system every 3 months for early detection of operational constraints.
   b. The development of more comprehensive KPIs is needed to measure the effectiveness of digital transformation.
   c. The monitoring team must develop an integrated reporting system to monitor the progress of the Merdeka Learning Program.
   d. It is necessary to conduct periodic audits on the effectiveness of the quality control and standardization system.

These managerial implications need to be followed up with a concrete and measurable action plan, accompanied by a clear implementation timeline. Management also needs to ensure that there is an effective monitoring and evaluation mechanism to ensure that the implementation runs in accordance with the set targets. The successful implementation of this managerial implication will be the key in supporting PT Buka Buku Pustaka's business transformation into the digital era while maintaining its competitive advantage in conventional book distribution.

CONCLUSION

PT Buka Buku Pustaka is a book distributor leveraging a consortium of 29 internal and 138 external publishers, with a distribution network across eight major cities in Indonesia. The company employs a dual-channel expedition system for logistics, complemented by an integrated AMP system for inventory management, and maintains strategic partnerships with 550 government libraries. Despite its strengths, including a robust publisher consortium and extensive distribution, it faces challenges such as reliance on exhibitions for sales and underdeveloped e-book infrastructure. With a total EFE score of 2.755 and IFE of 2.960, the company demonstrates a solid strategic position but must address operational cost pressures and competition from imported books. Opportunities arise from the Merdeka Learning Program, which aims to distribute 27 million books to schools, and a growing consumer preference for e-books. Suggested strategies for improvement include enhancing digital infrastructure, diversifying sales channels, and implementing structured HR development to facilitate digital transformation. Future research should focus on the practical implementation of these priority strategies to foster growth in the book distribution sector.

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