



SWOT Analysis of BBK Electronics' Product Diversification Strategy for Dominating Indonesia's Smartphone Market

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Abstract: Marketing strategy encompasses planning, pricing, promotion, and distribution to meet consumer needs. This study analyzes BBK Electronics' product diversification strategy in capturing Indonesia's smartphone market using SWOT analysis. The findings indicate that BBK Electronics is positioned in Quadrant I, demonstrating strong capabilities to capitalize on opportunities despite intense competition. The company can enhance competitiveness by improving product quality, expanding its service network, and optimizing brand positioning.

Keywords: Marketing Strategy, Product Diversification, SWOT, BBK Electronics

INTRODUCTION

The rapid development of digital technology affects lifestyle trends, known as e-lifestyle. The variety of human needs for smartphones drives the demand for more varied products. In addition to communication, smartphones are now the main platform for gaming, in-game advertising, and digital transactions in the gaming and eSports ecosystem (Rinaldi & Krisnadi, 2019). Consumer tastes and market needs that are always changing from time to time require companies to better understand the various opportunities, challenges, and efforts to place their products with changes so that consumers do not move elsewhere (Musdalifa et al., 2021). This has encouraged intense business competition which requires business actors to produce various effective and innovative business strategies to beat their competitors.

The global smartphone industry has undergone a significant transformation in the past two decades, making it an essential part of everyday life. By 2023, the number of smartphone users worldwide is expected to reach 6.7 billion, with market penetration continuing to increase in developing countries, including Indonesia (Statista, 2024). In Indonesia, this growth is driven by increased internet access and adoption of digital technology. By 2022, internet penetration in Indonesia will reach 77%, with the majority of users accessing the internet through mobile devices (APJII, 2022).

Based on these conditions, smartphone companies compete by utilizing business opportunities through the right marketing strategy to dominate the market and attract consumers in the midst of intense competition (Ananda et al., 2023). Marketing is a series of activities that are influenced by various social, cultural, political, economic, and managerial

factors (Rangkuti, 2016). Marketing strategy is a system that includes planning, pricing, promotion, and distribution of goods and services to satisfy buyer needs (Fikra et al., 2023). In formulating an effective marketing strategy, companies must identify various internal and external factors that affect the business. Internal factors help understand the strengths and weaknesses of a business. Meanwhile, external factors help recognize competitors and changes, so that companies have opportunities and threats (Harahap et al., 2021).

BBK Electronics, the Chinese technology company that houses OPPO, VIVO, Realme, and iQOO, has implemented an aggressive marketing strategy through social media, digital advertising, and partnerships with influencers. Product diversification is one of BBK Electronics' main strategies in facing competition. According to (P. Kotler & Armstrong, n.d.), product diversification helps businesses reduce the impact of a category's decline. According to (Gobel et al., 2022), product diversification is a strategy implemented by companies to develop their products by adding new variants and utilizing the company's core advantages to drive growth, increase sales, profitability, and flexibility. This view is in line with the opinion of (Tjiptono, 2016), which states that product diversification is a company's effort to find and develop new markets or products, or both, with the aim of achieving growth, increasing sales, profitability, and flexibility.

(Fauzani, 2021) in his research entitled "Marketing Strategy and Product Diversification on Pineapple Fruit Sales Volume (Case Study on MSME Farmers in Tangkit Baru Village, Muaro Jambi Regency, Jambi Province)" used a quantitative approach and found that marketing strategy and product diversification had a significant effect on pineapple fruit sales volume. Although the study focuses on the effect of marketing mix and product variety in optimizing high-value commodities, there are similarities with this study in terms of discussing product diversification strategies as an effort to expand the market.

Meanwhile, (Ningsih et al., 2023) through their research entitled "Analysis of diversification strategies in an effort to expand the marketing reach of Rahmad Jaya SMEs in Kebomlati Village, Tuban Regency" applied a qualitative approach. The results of the IFA, EFE, and IE analysis indicate that defense and maintenance, market penetration, and product development strategies are the most effective approaches for these SMEs. Suci Retno's research examines diversification strategies with the same brand name at the SME scale, in contrast to this study which explores product diversification strategies in companies with a larger scale and with different brand names, although both studies discuss product diversification strategies as market expansion efforts.

Based on this gap, this research focuses on BBK Electronics' product diversification strategy in dominating the smartphone market in Indonesia. By dividing products into several brands that target different segments, BBK Electronics seeks to increase market coverage and reduce business risk if one product does not meet market expectations. Therefore, this study aims to analyze how BBK Electronics' product diversification strategy contributes to the control of the smartphone market in Indonesia, with the title "Analysis of BBK Electronics' Product Diversification Strategy in Controlling the Smartphone Market in Indonesia".

METHOD

This research method uses a qualitative approach, with case study-based descriptive analysis. Case studies were chosen because they allow for in-depth exploration of ongoing phenomena (Yin, 2018). Case studies are also relevant in business strategy analysis as they allow for a more comprehensive understanding of industry competitive dynamics (Wheelen et al., 2017). This research is descriptive in nature, where the data collected is analyzed to provide greater strategic insight into BBK Electronics' diversification strategy.

Data Collection Technique

The data collection techniques in this study include four main methods, namely observation, documentation, interviews, and web scraping. This approach is based on source triangulation, which aims to increase data validity and reliability (Denzin, 2017). In the context of strategic management, triangulation is used to ensure the accuracy of data in evaluating corporate strategy (Wheelen et al., 2017).



Source: Article "The Art of Processing Data: Application of Triangulation of Techniques, Sources, and Time in Social Education Research" (Alfansyur & Maryani, 2020).

Figure 1: Source Triangulation Process

1. Documentation

Documentation was conducted by collecting information from various written sources, such as 20 news articles from credible technology, economic, and business media, such as Tempo, Kompas, IDN Times, CNN, and Detik. Documentation also includes analysis of company annual reports and academic studies related to diversification strategies in the technology industry (Wheelen et al., 2017).

2. Observation

Observations were made by analyzing the characteristics and views of the BBK Electronics brand fanboy community in the Facebook group. This observation aims to understand consumer perceptions of the advantages and disadvantages of BBK Electronics products. This technique refers to the netnography approach, which is used to understand behavior and interactions in digital communities (Kozinets, 2015). In the context of business strategy, netnography can provide insights into market segmentation and customer loyalty (Wheelen et al., 2017).

3. Web Scraping as Part of Documentation

This research also uses web scraping techniques to collect and analyze approximately one thousand BBK Electronics product review comments on the Jagat Review YouTube channel. This channel was chosen because it has audience characteristics that tend to share user experience and provide criticism and suggestions related to product specifications. The web scraping technique allows systematic extraction of data to understand public opinion about BBK Electronics products (Marres & Moats, 2015). This data is used as part of the documentation in understanding customer sentiment towards the BBK Electronics brand, which is important in analyzing the company's external environment (Wheelen et al., 2017).

4. Interview

Interviews were conducted with two groups of informants, namely users of BBK Electronics products and salespeople at BBK Electronics authorized stores.

- a. Product users: interviews were conducted with five BBK Electronics smartphone users with the criteria of active users who have used the product for at least one year.

- b. Sales authorized store: interviews were conducted with three salespeople from BBK Electronics authorized stores to gain perspectives on marketing strategies and consumer preferences.

The selection of this interview sample was based on a purposive sampling approach, where informants were selected based on their relevance to the research topic (Patton, 2015). This approach is in line with the business strategy of identifying the most relevant resources and capabilities in the analysis of the company's internal environment (Wheelen et al., 2017).

Data Analysis Technique

The data obtained was analyzed using the SWOT analysis method, namely by identifying the strengths, weaknesses, opportunities, and threats faced by BBK Electronics. SWOT analysis is used in strategic management to evaluate the company's internal and external environment, which is an important step in strategy formulation (Rangkuti, 2019). Strategies are developed through situation analysis that aims to match external opportunities and threats with internal strengths and weaknesses (Maesaroh et al., 2024), so that companies can formulate more flexible steps in the face of market dynamics. The stages of analysis are carried out as follows:

1. Identification of SWOT factors
Each data collected was categorized based on aspects of SWOT, including ensuring that the factors analyzed in SWOT are truly relevant and unbiased, this study applied data validation before listing the factors in SWOT.
2. Data Validation with Source Triangulation
Before determining the SWOT factors, this research applies data validation with source triangulation (Denzin, 2017) to ensure that the factors analyzed are supported by more than one source. The data validation steps include analyzing the frequency of occurrence of factors in various sources then comparing results from documentation, interviews, observations, and web scraping to see if the factors are supported by more than one source.
3. SWOT scoring
Each SWOT factor is given a weight and score based on predetermined parameters. The weight is given a scale value of 1-5 based on how important the factor is in the BBK strategy with a total overall value equal to 1, while the rating is given in the range of 1 to 4 based on the level of influence of the factor on the company (Rangkuti, 2019). The most appropriate strategy is chosen based on the mapping of the company's strengths and weaknesses against existing opportunities and threats (Wheelen et al., 2017).

Analysis of results

The processed data was compared to determine the most suitable strategy for BBK Electronics to improve its competitiveness in the Indonesian market. This analysis includes mapping the Company's position in the SWOT matrix to identify growth strategies that can be implemented (Wheelen et al., 2017).

This research uses source triangulation to ensure data validity by comparing information from various methods used. Data is considered credible if there is consistency between findings from various sources, so that the resulting conclusions are more accurate and comprehensive. In the context of strategic management, triangulation is used to increase reliability in strategy formulation based on verified data (Wheelen et al., 2017).

RESULT AND DISCUSSION

This research analyzes BBK Electronics' product diversification strategy in dominating the smartphone market in Indonesia using SWOT analysis. Data were obtained through observation, documentation, and interviews. The research identified key aspects affecting the company's competitiveness, including product development, distribution, as well as challenges in import dependency and global market fluctuations. The following discussion is related to BBK Electronics' strategy in strengthening its position in the market.

Table 2: Internal Factors Identifying Strengths

Strategy Factors	Weight (B)	Rating (R)	Score (S= Bx R)
Marketing			
Wide distribution network that reaches all parts of Indonesia	0.070	2.9	0.20
Creative promotional programs involving well-known brand ambassadors	0.071	3.1	0.22
Competitive pricing strategy across various market segments	0.070	2.7	0.19
Effective digital marketing campaigns through social media	0.063	2.8	0.18
Operational			
Service center locations spread across various cities and towns	0.061	2.6	0.16
Efficient logistics system with short delivery time	0.066	3.3	0.22
Compliance with TKDN (Domestic Component Level) regulations, which facilitate operations in Indonesia.	0.068	3.2	0.22
Reliable manufacturing partners to ensure product supply is maintained	0.073	3.2	0.23
Products			
Diverse products	0.065	3.5	0.23
Quality products	0.078	3.5	0.27
Product range that suits local needs	0.056	2.6	0.15
Superior product innovation	0.063	3	0.19
Services			
Fast and responsive after-sales service	0.065	3.5	0.23
Competitive product warranty compared to competitors	0.065	3.1	0.20
Customer service system available 24/7 through various platforms	0.066	3	0.20
TOTAL	1		3.08

Table 3. Internal Factors Identifying Weaknesses

Strategy Factors	Weight (B)	Rating (R)	Score (S= Bx R)
Marketing			
Brand image is still inferior to competitors in the flagship segment	0.075	-1.5	-0.11
Reliance on bundle promotions to attract buyers	0.069	-1.4	-0.10
Does not have exclusivity advantages such as its own operating system	0.063	-2	-0.13
Hard to reach flagship market	0.073	-2.6	-0.19
Operational			
Dependence on imported components, especially chipsets	0.071	-1.3	-0.09
Reliance on third parties for some spare parts	0.065	-2.2	-0.14
Product stock management that is sometimes not balanced with demand	0.063	-2	-0.13
Operating system relies on Android	0.065	-1.9	-0.12
Products			
Lack of unique features that truly differentiate products in the mid-range segment	0.083	-2.2	-0.18
Does not have its own chipset like Apple and Samsung	0.067	-2.3	-0.15
Android-based operating systems are vulnerable to external policies	0.077	-2.5	-0.19
Relatively expensive product price	0.081	-1.7	-0.14
Services			
Services that are too focused on one brand	0.073	-1.8	-0.13
Some brands' service centers are still attached to other brands	0.075	-1.5	-0.11
TOTAL	1		-1.92

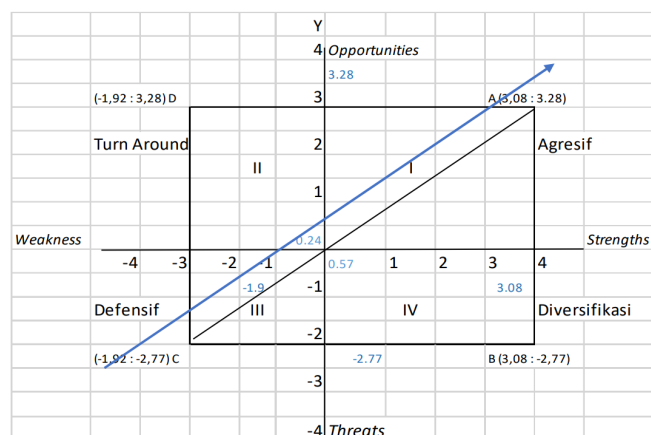
Table 4. External Factors Identifying Opportunities

Strategy Factors	Weight (B)	Rating (R)	Score (S= Bx R)
Economy			
A stabilizing economy	0.113	3.7	0.42
Economic policies improved by the government	0.079	3	0.24
Politics			
The political system in Indonesia that is starting to be directed	0.063	1.8	0.11
Demographics			
Smartphones are starting to be needed by people of all ages	0.110	3.6	0.40
Growing class of people driving different needs	0.115	3.6	0.42
Technology			
Increasingly sophisticated means of communication	0.097	3.4	0.33
Increased use of e-commerce for smartphone sales	0.110	3.7	0.41
Customer			
Smartphones are becoming a necessity	0.092	2.8	0.26
The growth of fanboys	0.100	3.4	0.34
Market demand level rises	0.121	3	0.36
TOTAL	1		3.28

Table 5. External Factors Identifying Threats

Strategy Factors	Weight (B)	Rating (R)	Score (S= Bx R)
Marketing			
Large number of competitors selling similar products in the same market segment	0.095	-3	-0.29
Uncertainty of marketing trends	0.093	-2.7	-0.25
Promotion from competing companies is maximized	0.090	-3	-0.27
Macro			
Global economic uncertainty that may affect the supply chain	0.080	-1.5	-0.12
Foreign products entering the country	0.080	-2	-0.16
Currency exchange rate fluctuations impacting import costs	0.088	-3.1	-0.27
Micro			
Changes in Consumer Preferences	0.088	-1.9	-0.17
Weakening consumer purchasing power	0.098	-3.4	-0.33
Price competition with competitors	0.095	-3.2	-0.30
Threats from unauthorized resellers, which can damage brand image and customer experience.	0.088	-3	-0.26
TOTAL	1		-2.77

The results of this SWOT diagram analysis use the data listed in the table above. Based on the scores obtained, the factors used to formulate the company's strategy have been identified. This overall score is expected to determine the right corporate strategy to be implemented. The following position of the company can be seen in Figure 1 of the SWOT diagram by looking for the meeting of the diagonals.


Figure 1. SWOT diagram

Based on Figure 1, the position of BBK Electronics on the SWOT diagram is determined by the intersection of diagonal lines connecting the coordinate points, Point A (3.08: 3.28), Point B (3.08: -2.77), Point C (-1.92: -2.77), and Point D (-1.92: 3.28). To determine the position of BBK Electronics, we calculated the equation of the line and looked for the diagonal meeting point, specifically between Point A (3.08 : 3.28) and Point C (-1.92 : -2.77), which resulted in a meeting point (point X) at coordinates (0.57 : 0.24). With the X point coordinates, BBK Electronics' position is located in quadrant I, which indicates the implementation of an aggressive growth strategy (Growth Oriented Strategy). However, because the position of BBK Electronics is very close to quadrant IV, further analysis is needed to calculate the area in each quadrant.

Table 6. Matrix Extent and Strategy Prioritization

Quadrant	Point Position	Matrix Area	Ranking	Strategy Prioritization
I	Point A (3.08 : 3.28)	10,10	I	Aggressive
II	Point D (-1.92: 3.28)	6,29	III	Diversification
III	Point C (-1.92 : -2.77)	5,31	IV	Defensive
IV	Point B (3.08 : -2.77)	8,53	II	Convesional

The analysis results in Table 6 show the matrix area and strategy priorities. Quadrant I has the largest matrix area, which is 10.10, followed by quadrant IV with an area of 8.53. Based on the matrix area ranking, quadrant I ranks first, followed by quadrant IV in second place. Quadrants II and III are ranked third and fourth respectively with matrix areas of 6.29 and 5.31. To determine the right strategy for BBK Electronics, these rankings need to be converted into a SWOT matrix formulation, which also considers internal factors (strengths and weaknesses) and external factors (opportunities and threats).

Based on SWOT analysis, BBK Electronics' position is at Point X (0.57 : 0.24), which is located in quadrant I, indicating that the company has the strength to take advantage of opportunities. However, Point X is quite close to quadrant IV, which indicates a potential threat to competition. The quadrant matrix area shows Quadrant I has an area of 10.10, ranking first, followed by Quadrant IV with an area of 8.53 and ranking second, which indicates a threat that needs to be watched out for.

From the SWOT diagram analysis, BBK Electronics' position can be concluded to be in quadrant I, so the right strategy is a Growth Oriented Strategy, which focuses on growing sales, assets, and profits. This strategy can be achieved through price reduction, product or service quality improvement, market expansion, and cost reduction.

However, since point X is close to quadrant IV which indicates the company's strong competitive position but low attractiveness, the appropriate strategy is diversification. BBK Electronics needs to utilize its strengths to expand its product portfolio, improve marketing, and reduce threats from competitors. However, SWOT analysis is not perfect, so the ranking of each quadrant must be converted into a SWOT matrix containing four main strategies, namely SO (Strengths and Opportunities) strategy in quadrant I, WO (Weaknesses and Opportunities) strategy in quadrant II, WT (Weaknesses and Threats) strategy in quadrant III, and ST (Strengths and Threats) strategy in quadrant IV.

Based on the calculation and ranking results, quadrant I has the first rank, followed by quadrant IV, quadrant II, and quadrant III. Thus, the most appropriate strategy for BBK Electronics is the SO (Strengths and Opportunities) strategy, which utilizes the company's strengths to seize existing opportunities, while still paying attention to threats from competitors.

However, BBK Electronics should also pay attention to other alternative strategies, such as the WO strategy in third place, the ST strategy in second place, and the WT strategy in fourth place. Ignoring other strategies can hinder planning in the event of a decline in sales. All strategies are interrelated, as this analysis helps companies increase sales by addressing existing problems. Further elaboration of competitive advantage and improvement strategies can be seen in Table 7 and Table 8, which identify alternative strengths, weaknesses, opportunities, and threats based on the scores of each variable.

Table 7. Competitive Advantage SWOT Matrix Diagram

IFAS	STRENGTHS (S)	WEAKNESSES (W)
	<ol style="list-style-type: none"> 1. Quality products 2. Fast and responsive after-sales service 3. Diverse products 4. Creative promotional programs involving well-known brand ambassadors 5. Efficient logistics system with short delivery time 	<ol style="list-style-type: none"> 1. Dependence on imported components, especially chipsets 2. Reliance on bundle promotions to attract buyers. 3. Some brands' service centers are still attached to other brands 4. Brand image is still inferior to competitors in the flagship segment 5. Operating system relies on Android
EFAS	OPPORTUNITIES (O)	WO STRATEGY
	<ol style="list-style-type: none"> 1. A stabilizing economy 2. Growing class of people driving different needs 3. Smartphones are starting to be needed by people of all ages 4. Increased use of e-commerce for smartphone sales 5. Market demand level rises 	<ol style="list-style-type: none"> 1. Independently develop and produce key components 2. Develop more attractive promotions 3. Develop operating systems independently
	THREATS (T)	WT STRATEGY
	<ol style="list-style-type: none"> 1. Global economic uncertainty that may affect the supply chain 2. Foreign products entering the country 3. Changes in consumer preferences 4. Uncertainty of marketing trends 	<ol style="list-style-type: none"> 1. Build and expand exclusive service center network per brand 2. Improving the strategy 3. Increase product diversity
	SO STRATEGY	ST STRATEGY
	<ol style="list-style-type: none"> 1. Improve product quality 2. Increase product diversity 3. More responsive to customer requests 	<ol style="list-style-type: none"> 1. Increase brand ambassador engagement for promotion 2. Increase the selection of products that are in demand in the market 3. Optimizing supply chain efficiency

5. Threats from unauthorized resellers, which can damage brand image and customer experience

SWOT Matrix Interpretation is two activities that are interconnected with the SWOT diagram. In the SWOT matrix there are 4 strategies divided into 4 quadrants, including the SO strategy (Strengths and Opportunities), WO strategy (Weaknesses and Opportunities), WT strategy (Weaknesses and Threats) and ST strategy (Strengths and Threats) where the strategy is based on variables. Based on the SWOT matrix, the right strategy to implement is:

- a. SO (Strength and Opportunities) strategy, focus on improving product quality, increasing product diversity, and being more responsive to customer demand.
- b. WO (Weakness and Opportunities) strategy, focus on developing and producing key components independently, developing more attractive promotions, and developing operating systems independently.
- c. ST (Strength and Threats) strategy, focusing on increasing the involvement of brand ambassadors for promotion, increasing the selection of products that are in demand in the market, and optimizing supply chain efficiency.
- d. WT (Weakness and Threats) strategy, build and expand a network of exclusive service centers per brand, improve existing strategies, and increase product diversity.

Table 8. SWOT Matrix Diagram of Improvement Strategies

STRENGTHS (S)	WEAKNESS (W)
1. Product range that suits local needs	1. Android-based operating systems are vulnerable to external policies.
2. The service centers are located in various cities and towns.	2. It is difficult to reach the flagship market.
3. Effective digital marketing campaigns through social media	3. Lack of unique features that truly differentiate products in the mid-range segment
4. Competitive pricing strategy across various market segments.	4. Does not have its own chipset like Apple and Samsung
Superior product innovation	5. Reliance on third parties for some spare parts.
OPPORTUNITIES (O)	THREATS (T)
1. The political system in Indonesia that is starting to be directed	1. Weakening consumer purchasing power
2. Smartphones have become a necessity.	2. Price competition with competitors
3. The government's improved economic policies	3. Large number of competitors selling similar products in the same market segment
4. Increasingly sophisticated means of communication	4. Promotion from competing companies is maximized
5. The growth of fanboys	

Based on the SWOT Matrix Diagram, various improvement strategies can be proposed to optimize the company's strengths and opportunities, and overcome the weaknesses and threats faced. This analysis is in line with the concept of Strategic Management by (Wheelen et al., 2017), which emphasizes that companies need to adapt strategies to the internal and external environment to remain competitive.

1. Utilizing Strengths to Enhance Competitive Advantage

BBK Electronics has an advantage in innovative and diverse product launches. A strategy that can be implemented is to increase sales of the latest trending cellphone models through more aggressive digital marketing campaigns. According to (P. T. Kotler & Keller, 2016), social media-based marketing strategies can increase consumer engagement and create stronger brand awareness.

In addition, expanding the range of service centers is a strategic step to increase customer satisfaction and trust in the brand. Studies by (Zeithaml et al., 2020) show that good after-sales service contributes to customer loyalty. BBK also needs to

consider the right pricing strategy according to market segmentation, as described in the theory of pricing strategy by (Nagle & Müller, 2018), to create added value for consumers.

2. Overcoming Weaknesses to Strengthen Market Position

In the face of weaknesses, BBK Electronics needs to design preventive measures against external policies that can affect company performance, such as import regulations or changes in tax rates. In accordance with the concept of Environmental Scanning from (Wheelen et al., 2017), monitoring the external environment is essential to respond quickly to changes.

In addition, BBK needs to strengthen its brand image in the flagship segment to compete with premium brands such as Apple and Samsung. This can be achieved through improved product features and technological innovation. Studies by (Porter, 1985) on competitive advantage show that product differentiation can increase a company's competitiveness in a competitive market.

One of the main strategies that need attention is the development of chipsets and production of spare parts independently to reduce dependence on third parties. This step is in line with research by (Hamid et al., 2023), which states that companies with a vertical integration strategy have greater control over the supply chain and product innovation.

3. Utilizing Opportunities to Expand the Market

BBK Electronics has a great opportunity to maintain its dominance in the market by keeping up with political and economic trends. The situation experienced by competitors such as Apple, which was constrained by TKDN requirements, shows that a country's economic policies can directly affect the distribution and pricing of electronic products.

In addition, to take advantage of the digitalization trend, BBK needs to ensure a convenient purchasing experience for consumers by improving e-commerce services and more flexible payment options. The study by (Aulia et al., 2023) shows that a strong digital marketing strategy can significantly increase sales conversion.

4. Overcoming Threats with Competitive Strategy

In the face of intense competition from brands such as Xiaomi and Samsung, BBK Electronics must offer products that are more competitive in terms of price and innovation. The cost leadership strategy of (Porter, 1985) can be applied by presenting high quality products but at more affordable prices than competitors in the same market segment.

In addition, attractive and aggressive promotions can help increase consumer purchasing power. According to research by (Ibrahim & Ali, 2024), effective promotions can influence purchasing decisions and accelerate product adoption in the market.

By implementing the right strategies based on SWOT analysis, BBK Electronics can strengthen its position in the smartphone market in Indonesia and face competitive challenges more effectively. However, as a next step, a thorough evaluation of the effectiveness of the strategies that have been implemented is required. Evaluation and control are important stages in strategic management to ensure that the strategies implemented are in line with the company's objectives and are able to deal with market dynamics. According to (Wheelen et al., 2017), strategy evaluation includes assessing the effectiveness of the strategies that have been implemented, as well as planning corrective actions if needed.

BBK Electronics as one of the smartphone market leaders in Indonesia needs to periodically evaluate its diversification strategy to ensure its effectiveness and sustainability in

increasing competitiveness and market share. Evaluation of BBK Electronics' diversification strategy can be done by referring to several key indicators based on the concept of strategic control from (Rangkuti, 2019):

1. Market Share
Measuring the extent to which BBK Electronics' diversification strategy is able to increase the dominance of the brands under its umbrella such as Oppo, Vivo, Realme, and iQOO in various market segments.
2. Sales Growth
Monitored the increase in sales volume as a result of product diversification and market expansion.
3. Consumer Satisfaction
Using customer surveys as well as sentiment analysis from user reviews to assess whether the products offered match customer expectations (Ferdinand, 2014).
4. Distribution Effectiveness
Evaluate how distribution networks and service center presence contribute to market penetration and customer satisfaction (Arsyad, 2023).
5. Return on Investment (ROI)
Analyze the return on investment of new product development and marketing activities undertaken.

The results of the evaluation of the implementation of BBK Electronics' diversification strategy show that the company faces various dynamics that affect the success of the strategy.

- a. Excellence: Diverse products have increased BBK Electronics' penetration in various segments, ranging from entry-level to flagship.
- b. Challenges: Dependence on imported components remains a major obstacle to cost efficiency and production stability.
- c. Opportunity: The trend towards digitalization and the growth of e-commerce present a great opportunity to increase the effectiveness of digital marketing and online sales.
- d. Threats: Competition from other brands such as Xiaomi and Samsung remains a factor to anticipate, especially in terms of innovation and pricing strategies.

To ensure the effectiveness of the strategies that have been implemented, BBK Electronics needs to conduct regular monitoring of its diversification implementation. The evaluation should focus on the success indicators that have been set, so that the company can immediately adjust its strategic measures according to market conditions and consumer needs. With this approach, BBK Electronics can maintain its competitiveness and increase the success of product diversification in the Indonesian smartphone market. Continuous monitoring and flexible strategy adjustments will be key for the company to face challenges and optimize opportunities in this dynamic industry.

CONCLUSION

Based on the research results, the conclusion that can be drawn is that BBK Electronics' position at point X is in quadrant I, which indicates that the company has sufficient strengths to take advantage of the available opportunities. However, given its proximity to quadrant IV, the company also faces significant threats in the competition. Therefore, BBK Electronics needs to improve its competitive strategy by providing quality products, expanding service center locations, and adding product diversity. The company can increase opportunities by taking advantage of economic stability, expanding market segmentation, and capitalizing on demand from various age groups that need smartphones. In addition, BBK Electronics can reduce dependence on imported components and maximize the role of brand ambassadors for

promotion. To reduce threats, the company should pay more attention to global economic trends, especially those affecting the supply chain, analyze consumer preferences, and plan more mature strategies. The main focus of the SO strategy is to improve product quality, expand product variety, and be more responsive to customer needs. By taking advantage of the stable economy, BBK Electronics can enlarge the existing opportunities.

This study has several limitations, one of which is the use of secondary data which can have a bias in the interpretation of the results. In addition, the scope of interviews is still limited to a few informants who may not represent all consumer preferences of BBK Electronics. This research also does not include interviews with BBK Electronics stakeholders, such as company management or business partners, who can provide a broader perspective on product diversification strategies.

For future research, it is recommended to conduct a more in-depth analysis of consumer preferences through broader quantitative methods. In addition, exploration of diversification strategies in international markets could be an interesting topic to understand how BBK Electronics competes globally.

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