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Operating Strategy in Improving The Performance of Company Resources

Strategi Operasi dalam Meningkatkan Kinerja Sumber Daya Perusahaan

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Abstract. *A mission is described as a signpost in an organization's direction. This paper aims to describe operational strategies for improving resource performance in an enterprise. This article is a literature review analyzing reference sources of journals, books, and websites that discuss project management conceptually and comprehensively. This article uses data collection methods from the documentation and various articles and books. The content is then analyzed analytically by analyzing descriptive literature data or performing a scientific analysis of the premise information. The data analysis methods include deductive, inductive, and comparative methods. The paper finds that operational strategy is reduced to ten operational decisions: product and service design, quality, process and capacity design, site selection, layout design, human resources, supply chain management, inventory, planning, and care and maintenance.*

Keywords: *Project management; Project efficiency and effectiveness; Company Resources.*

Abstrak. Misi digambarkan sebagai penunjuk jalan ke arah organisasi. Makalah ini bertujuan untuk menggambarkan strategi operasional untuk meningkatkan kinerja sumber daya dalam suatu perusahaan. Artikel ini merupakan kajian pustaka yang menganalisis sumber referensi jurnal, buku, dan website yang membahas manajemen proyek secara konseptual dan komprehensif. Artikel ini menggunakan metode pengumpulan data dari dokumentasi dan berbagai artikel dan buku. Isi tersebut kemudian dianalisis secara analitik dengan menganalisis data literatur deskriptif atau melakukan analisis ilmiah terhadap informasi premis. Metode analisis data meliputi metode deduktif, induktif, dan komparatif. Makalah ini menemukan bahwa strategi operasional direduksi menjadi sepuluh keputusan operasional: desain produk dan layanan, kualitas, desain proses dan kapasitas, pemilihan lokasi, desain tata letak, sumber daya manusia, manajemen rantai pasokan, inventaris, perencanaan, serta perawatan dan pemeliharaan.

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Kata kunci: Manajemen proyek; Efisiensi dan efektivitas proyek; Sumber Daya Perusahaan.

INTRODUCTION

All organizations create products, services, or ideas for customers. These organizations have different ways of transforming their resources into products customers consume. Hospitals, for example, use almost the same admission procedures. Social media companies, such as Facebook and Twitter, use technology and operational systems to create social networks and sell advertising. Organizations in unrelated industries often have the same procedures for building products or services.

Operations can be viewed as a transformation process that converts inputs into outputs with added value. Operations management studies function directly related to creating and distributing products and services. Operations managers must understand how to manage operational activities within their organization or company efficiently. Therefore, active managers need to develop expertise in coordinating operational activities involving many resources, such as human resources, materials, equipment, technology, procedures, etc.

Production or operational management is involved in planning and designing processes that will transform these owned resources into products or services, managing changes in resources through the transformation process, and ensuring that products and services provided to customers meet the quality standards expected by customers. Given the importance of understanding operations strategy, this paper aims to explain operations strategy in improving the performance of company resources.

LITERATURE REVIEW

Strategy Formulation

According to Mulyadi and Johny, the strategy formulation process is a series of strategic decisions made by the strategy formulation team in selecting the main action pattern (strategy) to realize the organization's vision. Strategy formulation requires clear steps, so that the drafting team can understand all the information considered and the reasons for making strategic decisions during the formulation process (Mulyadi & Johny, 2001). This strategy formulation system consists of components that must be considered in strategy formulation and systematic steps to formulate a strategy

There are four benefits derived from using the strategy formulation system; (1) the system is a way to structure future reality. There is no one or only one truth about the reality that will be realized in the future, (2) the system provides a means of systematic decision making to build the future of the organization, (3) the system makes explicit the selection and implementation of strategies, so as to stimulate various thinking, and (4) the system provides a means for synthesizing various ideas of personnel in building the future of the organization (Anik, 2015).

Strategy formulation is the first stage that must be passed in building the future of the organization. This first stage will determine the company's survival and ability to grow in the future. In the strategic management system, the strategy formulation system occupies the following important positions; (1) a system that allows the organization to do trendwatching and envisioning the macro environment and the industrial environment, and (2) a system used to set strategies to enable the organization to enter the macro environment and the industrial environment. The strategy formulation system can be likened to a change sensing radar to continuously monitor the changing trends that occur in the macro and industrial environments. This system enables the company to make adjustments or changes to the mission, vision, goals and strategies in line with the demands of environmental changes that are entered by the company.

There are six kinds of important outputs resulting from this strategy formulation stage which will determine the viability of a company; (a) the results of the analysis of the macro-environment and industrial environment that the company will enter in the future, (b) the company's vision, (c) the company's mission, (d) the basic beliefs and basic values of the organization, (e) the company's goals, and (f) strategy to realize the company's vision and goals.

The results of the analysis of the macro-environment and industrial environment that will be entered by the company in the future indicate the direction that all personnel will go in building the future of the organization. The direction to the future described is used as a basis for determining the choice in what business (mission) the organization will act as a wealth-creating institution. In addition, the results of the analysis of the macro-environment and the industrial environment are also used to build an organizational vision of the future condition of the organization which is expected to be realized through the mission that has been chosen. In a stable business environment, once the vision and mission are set, in the long term the vision and mission are rarely changed. However, in a competitive and turbulent environment, the results of monitoring changes in the macro and industrial environment will determine whether the mission and vision are still in line with the changing trends. If the changing trend of the macro environment and the industrial environment is estimated to no longer fit the company's vision and mission, it is necessary to reformulate the company's vision and mission to maintain the survival of the organization. In a turbulent business environment, the ability of organizational personnel to conduct trend-watching on the macro-environment and industrial environment and in envisioning the business environment that the organization will enter in the future determines the effectiveness of the organization's vision and mission. The suitability of the organization's vision and mission with the trend of business environmental conditions described in the future promises the survival and growth of the company. (a) the results of the analysis of the macro-environment and industrial environment that the company will enter in the future, (b) the company's vision, (c) the company's mission, (d) the basic beliefs and basic values of the organization, (e) the company's goals, and (f) strategy to realize the company's vision and goals

The strategy formulation system produces a very important output for the organization, namely strategy. The accuracy of the strategy selection will determine the effectiveness and efficiency of the utilization of all organizational resources in the realization of the organization's vision. In a competitive and turbulent business environment, strategies to realize the organization's vision and mission also require adjustments and even changes when the results of monitoring the changing trends of the macro environment and the industrial environment demand it. The right strategy promises to mobilize and direct all organizational resources to achieve the goals and vision of the organization.

Strategy Concept

Strategy is the main action pattern chosen to realize the vision of the organization, through the mission. Strategy forms a pattern of decision making in realizing the organization's vision. With patterned actions, companies can mobilize and direct all organizational resources effectively towards the realization of the organization's vision. For example, a company that chooses a differentiation strategy will choose a pattern of action to make the company different because of its superiority in the competition. On the other hand, companies that choose a lowcost strategy will choose a pattern of action that focuses on managing activities to make the company superior in the competition because the cost of providing products and services is the lowest among competing markets (Yolanda, et.al, 2022)

Strategies are formulated to mobilize various organizational resources and direct them to achieve the organization's vision. Without the right strategy, the organization's resources will be wasted consumption, so that it will result in the organization's failure to realize its vision. In a competitive business environment, strategy plays an important and decisive role in maintaining the survival and growth of the company. Therefore, strategic management is a continuous process, once the chosen strategy is implemented, it is often necessary to modify the strategy, adapted to changes in the environment and organizational conditions. The competitive and turbulent business environment requires companies to continuously monitor the accuracy of the chosen strategy to realize the goals and vision of the organization

1. Characteristics of Strategic

Decisions Strategy formulation and strategy translation into operational steps are filled with a series of strategic decision making. A decision is said to be a strategic decision if it meets the requirements; (1) the decision covers several parts of the organization or the entire component of the organization. Therefore, usually only top management has the broad perspective and authority needed to make strategic decisions. However, with the widespread use of information technology within the organization, and with employee empowerment, strategic decisions can no longer only be made by top management, but can also be made by employees, (2) these decisions require the acquisition and allocation of considerable resources (human, financial, informational, and physical resources), and (3) the decision has long-term impact into the future.

2. Strategic Planning Process

In the 1950s and 1960s American management was more of an operational planner and then came the turmoil in the 1970s, crisis after crisis occurred and then there began to be economic stagnation and an increase in the reduction rate. High-quality and low-priced foreign products from Japan and other countries flooded America and captured market share in several industries that were previously controlled by America.

Strategic planning is the managerial process of developing and maintaining an appropriate fit between the company's goals and resources and changing market opportunities. The purpose of Strategic planning is to continuously sharpen the company's business and products so that they combine to produce satisfactory profits and growth. The planning process to produce a plan or plans can be seen from several important sides, namely in terms of the period of benefit of the plan and in terms of its function, namely from the strategic and operational side. According to Jatmiko, the explanation is presented as (1) Long-Term Planning X Short-term Planning (2) Formal Planning X Informal (3) Strategic Planning X Tactical Planning. The strategic management planning process can best be done with a model. Where each model describes some kind of process. This model does not guarantee success but describes a clear and practical approach to formulating, implementing and evaluating strategies.

Vision and mission of the company

Every company always has ideal goals to be achieved. These ideals will be fought for so that their identity is clear, namely the image of the company's values and beliefs. Vision is a broad insight into the future of management and is an ideal condition to be achieved by the company in the future. The vision provides direction and actual ideas to management in the decision-making process, so that every action that will be taken is always based on the company's vision and makes it possible to make it happen.

The characteristics of the vision are (1) created through agreement or consensus, (2) providing a view of the best things in the future, (3) influencing people to go to the mission, and (4) without the limitations of the time dimension. To live up to the vision, it is necessary to organize the values and beliefs of the company, this business statement is called the company's mission. Mission is the basic activity or role that society expects from a business entity. Missions are things that legitimize the existence of a business entity, an image of a business entity. Both the vision and mission affect the objectives of the business entity because they are the distinctive characteristics of the company. On the other hand, mission is influenced by several elements, such as the company's environment, company's strengths and weaknesses, company development and management values.

According to Mulyadi and Johny, the relationship between vision and mission: (1) the first time a company needs to set a mission, which is the chosen track to provide products/services for its customers. The mission is set based on assumptions about the environment that the company will enter, (2) the organization observes trends in future changes. The results of this trend watching are then used to carry out envisioning, which is a description of the vision of a condition that will be realized in the future, (3) because vision is essentially a change, the realization of the vision requires the company to carry out a long and rocky journey, which requires extraordinary energy. magnitude, and (4) the journey to realize the vision through the mission requires certain behaviors from the members of the company. The behavior expected of members of the company is realized through basic values that need to be upheld by every member of the company.

To build a company as a mission focused organization, Peter F. Drucker teaches the theory of the business. This theory teaches us how we are required to always update our mental map in accordance with environmental changes. According to Drucker, all business companies are built based on business theory which consists of three components: (1) assumptions about the environment, an attempt to describe the environment faced by a company is basically an attempt to map the future of the company, (2) a mission formulated based on an environmental picture that reflects reality will make an organization able to produce quality products and services, which meet the quality, needs, desires, and expectations of its consumers, and (3) core competencies, which are the organization's superior ability to apply knowledge to generate value for its consumers. These core competencies are the mainstay of the company's competitiveness in entering the business environment. Because the current and future business environment is highly competitive, a company's competitiveness will not last long.

The company's ability is needed to improve and sustainably build its core competencies so that the company can maintain its competitiveness in a competitive business environment. To be able to play a role in society, an organization must make itself meaningful to the community it serves. To be meaningful, organizations must produce something that has value for the communities it serves. Therefore, the formulation of the organization must be aimed at making the organization meaningful for the community, not for the benefit of the organization itself.

The mission is formulated based on assumptions about the environment faced by the organization. In a business environment where the customer is in control of the business and the competition is very sharp, the organization not only needs to direct its mission to satisfy customer needs, but more than that, the organization's mission is more aimed at satisfying the desires and expectations of customers who are constantly changing. After the needs, desires, and expectations of customers are used as the basis for formulating the organization's mission, the next step is to identify who the customer of the product/service will be is that the organization will produce. To make the organization have the ability to survive and thrive in the chosen business, the organization needs to have core competencies, competencies that are developed to put the organization in a position that is difficult to compete with by existing or potential competitors.

Strategic Planning

The strategic planning stage translates the chosen strategy to realize the goals and vision of the organization into narrow strategic targets (focusing only on a financial perspective), then the programming and budgeting stages will produce long-term plans and short-term plans that are not comprehensive. Incomprehensive long-term plans and short-term plans will result in the company not being able to deal with a complex business environment and will not promise to multiply financial performance in the long term. The company's ability to produce financial performance is a determinant of the company's survival in entering a competitive business environment. If the translation of the strategy produces incoherent strategic goals, then the programming and budgeting stages will produce long-term plans and the resulting short-term plans will result in the company being unresponsive in responding to changes in the macro-environment and industrial environment that are sensed through the strategy formulation system. To enter a turbulent business environment, the company's ability to respond quickly to changes in the business environment will determine the company's survival.

According to Mulyadi and Johny, three outputs are produced in the strategic planning process: (1) *strategic objecktives*, (2) *strategic initiative*s. The strategic planning process is the steps of translating strategy into strategic and determining strategic initiatives to realize the strategic objectives. The stages of the strategic planning process are designed, namely: (1) strategy translation into various strategic objectives that are comprehensive, coherent, and balanced, (2) determination of strategic target measures: outcome measures and performance drivers, (3) determination of targets to be realized in achieving strategic goals for a certain period of time in the future, and (4) formulating strategic initiatives to achieve strategic goals. After the strategy is formulated in the strategy formulation stage, the next step in the business plan is to translate the selected strategy into comprehensive, coherent, and balanced strategic objectives. According to Mulyadi and Johny, the steps for translating the strategy are carried out as follows: (1) consider and select strategic goals in each perspective to realize the vision and goals of the organization through a predetermined strategy, (2) build strategic target coherence, and (3) build balance strategic goals (Mulyadi & Johny, 2015).

Budgeting

The change of business control into the hands of the customer and the sharper and more varied competition in the market have caused many manufacturers to radically change the management principles applied in running the company's organization. The organizational structure was changed to be flexible by building cross-functional teams, to allow the focus of all personnel's efforts to be devoted to meeting customer satisfaction and to make the organization responsive to any changes that occurred or could potentially occur in the business environment. With the change in the organization of human resources, the function-based management that had been commonly used by management in the past was changed to activity-based management. This activity-based management requires executives to change the method used to prepare budgets, from functional-based budgeting to activity-based budgeting.

Budgeting is basically a short-term profit planning. In this plan, the main objective is how to generate adequate profits within the budget period, which usually covers a period of one year or less. Therefore, the important components planned in this short-term profit planning are revenues, costs, and assets. The difference between revenues and expenses compared to the assets used to generate revenues is a measure of whether the activities carried out by the company during the fiscal year can create value or destroy value. Budget formulation is basically an activity planning for value creation. In value creation, the focus of attention in budgeting is directed to the seven value drivers, namely (1) gaining or growing market share, (2) increasing the rate of sales growth, (3) increasing asset productivity, (4) increasing profit margins, (5) income tax reduction, (6) cost reduction, and (7) cost of capital reduction.

The acquisition or growth of market share spurs increased revenue through market share expansion, market share expansion can be achieved through the launch of new products and services, placing companies in certain market niches, opening new marketing areas, developing joint operations with other companies and acquiring competitor businesses. The increased rate of sales growth spurred increased revenue through continuous improvement of products and services provided to customers. Marketing and product management play a big role in increasing revenue. Increasing profit margins is an important way to create value. Often personnel simply assume that an increase in revenue will automatically lead to an increase in profit. An increase in revenue is often accompanied by an increase in costs at a rate greater than the rate of revenue growth. In such circumstances the increase in income will even result in losses. Therefore, value creation requires personnel to increase revenue followed by a decrease in costs, so that the profit margin becomes larger. If the sales volume increases, the capacity that was previously not optimally utilized can be used to produce more volume, so that fixed costs can be optimally absorbed by the resulting product

RESEARCH METHOD

This paper is literature research with a qualitative descriptive approach, namely by describing or explaining the operating strategy in improving the performance of company resources. This paper uses the method of collecting data in documentation, as well as various articles and books. Then analyzed using content analysis, namely by analyzing descriptive literature data or scientific research of the message of a premise. While the data analysis method is deductive, inductive, and comparative.

RESULTS AND DISCUSSION

Business Environment

Business and company as a system will be related to a certain set of factors that can influence the direction and policies of the company in order to manage its business. The business environment can be divided into two environments, namely the external and internal environment. The external environment is divided into two categories, namely the remote environment such as political factors, economic factors, technological factors and social factors while for the industrial environment such as aspects of the availability of substitute goods and aspects of competition in the industry. Meanwhile, the internal environment is the aspects that exist within the company such as financial aspects, human resources aspects, marketing aspects, management aspects and operational aspects.

1. External Environment

The external environment outside the company greatly influences the company's growth in determining the direction and actions that affect the determination of the marketing strategy for the company. These factors provide an overview of the threats and opportunities that can be experienced by the company. The company's external environment includes the remote environment, industrial environment and operating environment. First, the Distant environment; (1) political factors (2) economic factors (3) social factors and (4) technological factors. And *Second* the Industrial environment. According to Michel, the nature and level of competition in an industry depends on five forces, namely: (1) barriers to entry or the threat of new entrants, (2) competition among firms in the industry, (3) the threat of substitute products, (4) the bargaining power of buyers, (5) the bargaining power of suppliers, and (6) the influence of the power of other stakeholders.

2. Internal Environment

According to Dirgantoro, the internal environment consists of environmental components or variables that originate or are within the organization or company itself. These components of the internal environment tend to be more easily controlled by the organization or company or within the reach of their investment. Because of its guilty nature from within the organization, the organization or company has more bargain value to compromise or get around the components that are in the internal environment (Dirgantoro, 2004). The egorian boost of internal analysis is often directed at markets and marketing (Umar, 2003), financial and accounting conditions, products or operations, human resources, organizational structure and management (Umar, 2003).

Strategic Planning Stages

To make a strategic plan, it is necessary to analyze the factors that influence the company. Before formulating a strategy, we must first identify the company's internal and external factors that will have an impact on the company in running its business. Fred R. David suggests that the main strategy formulation is to perform a three-stage framework (Three stages) framework with matrices as the analysis model. The tools or tools in the form of matrices are in accordance with all sizes and types of company organizations, so that these tools can be used to assist strategists in identifying and selecting the most appropriate strategies; (1) the Input Stage, (2) the Matching Stage, and (3) the Decision Stage. Each stage has a dependence on each other because the results of one stage will be used as input for the next stage, and at the last stage an output will be produced in the form of alternative strategies that are considered the most attractive and most suitable for use by the company (Umar, 2003).

1. External Environmental Analysis

The external environment consists of factors that are basically outside the company, but strategically will affect the direction of the company's development in the long term. External analysis is difficult to do because many environmental factors must be analyzed. Understanding of external conditions that can be easier if you focus on the crisis of external conditions which include trends, events, and forces that significantly affect nature.

In observing the trend of changes in the external environment, management needs to avoid the tendency to estimate the impact of these changing trends on the company or industry. Management should focus its attention on the impact of changing trends in the external environment on the value expected and perceived by customers and the market, not their impact on the industry. With this kind of focus, managers will be able to understand (perhaps even anticipate) the importance of increasing customer expectations for quality, value, and enjoyment. In addition, it can also be estimated competitors' actions to meet and increase the customer’s expectations (Mulyadi & Johy, 2015). The external environment consists of several main forces including: (1) economic power, (2) socio-cultural strength, (3) political and legal power. (4) technological strength.

Technological strength includes improvement in the field of science which is the basis of technology and new technological innovations that provide opportunities and obstacles or threats to the company's business. Changes in technology have an impact on the operations and products or services produced by the company. Technological change can occur outside the industry that is ultimately affected by the change. Technological advances can create new markets, develop products, change relative competitive costs and make goods and services obsolete quickly. Technological changes can reduce or eliminate cost differences between companies, create a shorter production process, create a shortage of technical personnel and be able to change the values and expectations of stakeholders. and demographic forces.

2. Internal Environmental Analysis

The internal environment is the organizational environment that exists within the organization and normally has direct and specific implications for the company. The company itself according to the current mindset is a collection of various kinds of resources, capabilities and competencies that can later be used to form the market position. This analysis is popularly known as the "Strategic Advantage Profile", which is an analysis of strengths and weaknesses. It is called strength if the evaluated internal variables are able to make the company have certain advantages. The company is able to do something better and or cheaper than its competitors, at least, these factors are the main determinants to maintain better if they are able to develop past performance. It is called a weakness if the company is not able to do something that can be done well and or cheaper by its competitors. At the very least, these factors are evaluated as the main cause of decreased performance.

This analysis concludes that although a business has high strengths on certain factors, these strengths do not necessarily mean competitive advantage. The aspects of the internal environment that are the focus of this study are *First*, the marketing aspect. Marketing is the process of moving goods and services from producers to consumers, or all activities related to the flow of goods and services from producers to consumers. It starts with finding what consumers want and whether or not the product or service can be sold at a profit. This requires market research, product development, testing consumer reactions, calculating production and costs, determining distribution and service requirements, and deciding how to advertise and promote.

The company's success in marketing is supported by success in choosing the right products, reasonable prices, good distribution channels, and effective promotions; (1) products are goods or services that can be offered in the market to get attention, demand, use or consumption that can fulfill wants or needs. Products must be adapted to the wishes or needs of buyers, so that product marketing is successful. In other words, the manufacture of products is better oriented to market desires or consumer tastes. (2) the price is the amount of compensation (money or goods) needed to obtain a number of combinations of goods or services. At this time, for most members of society, price still occupies the top place as a determinant in the decision to buy a good or service. The price set must be able to cover all costs that have been incurred for production plus the desired percentage of profit. (3) the distribution channel (place), is a channel used by producers to distribute products to consumers or various company activities that seek to get products into the hands of consumers. Distribution channels are important, because the goods that have been made and the prices have been set still face problems, which must be conveyed to consumers, and (4) promotion, is part of the marketing mix that plays a big role. Promotions are activities that are actively carried out by companies to encourage consumers to buy the products offered. Activities in this promotion generally include advertising, personal selling, sales promotion, direct marketing, and public relations and publicity.

Second, the production and operational aspects (Solihin, 2007). The production sector has five main decision responsibilities, namely; (a) process (b) capacit (c) supply (d) manpower dan (e) Quality. *Third*, the aspect of human resources. Managing human resources to face the competition is important in corporate strategic planning. Successful CEOs are those who are able to see HR as an asset that must be managed according to the company's needs. This will make the company more competitive. Managing HR involves everyone and this takes a lot of time. It also means solving current problems while maintaining long-term goals and continuously improving the way the company works so that the desired results can be obtained quickly.

According to Jack Welch, a good company is able to know exactly where productivity comes from a group of employees who are challenged, empowered, passionate and rewarded. Because competition is a game, competing companies look for ways to sustain their success over the long term and that are not easily imitated by their competitors (Iwan, 2007). And *Fourth*, the financial aspect. Analysis of financial aspects related to the roles and responsibilities of financial management which includes obtaining funds, collecting funds, paying company debts, controlling company cash, and planning financial needs. The purpose of this financial aspect analysis is (a) to determine whether the company that is the focus of attention in terms of finance is stronger than its competitors. Can the company survive any longer or be able to compete more effectively because it has financial strength in carrying out its activities, Comparative analysis of financial condition is an appropriate technique to find out, and (2) helps to show strengths and weaknesses in other functional areas from an operations and strategy point of view. Financial ratio analysis can be an alternative that can be used to help determine the company's financial strengths and weaknesses.

To achieve a comprehensive financial analysis in achieving competitive advantage, there are several factors that become the focus of financial analysis, namely (a) analysis of total financial resources and their strengths, analysis of liquidity ratios, leverage, profitability, activity and cash flow, (b) cost analysis capital in relation to the industry and competitors due to stock prices and dividend policies, (c) an effective capital structure analysis, allowing for the flexibility to raise additional capital if needed, (d) analysis of the relationship between owners and shareholders, (e) tax and risk insurance, (f) effective and efficient financial planning, working capital, and capital budgeting procedures, (g) accounting system for planning, cost budgeting, profit and audit procedures that are efficient and effective, and (h) inventory valuation policy.

Alternative Strategy

After analyzing the environmental opportunities and threats as well as the company's internal strengths and weaknesses, the next step is to (a) create a number of adequate alternatives to help fill the gaps so as to balance the environmental threat or opportunity profile with strategic advantages, and (2) have a strategy to reducing gaps, as the final step in formulating corporate strategy (Winanto, et.al, 2022). There are four main alternative strategies, namely stability strategy, growth strategy, downsizing strategy, and combination strategy. In order to create strategic alternatives, it is necessary to compare between ETOP and SAP, in order to determine clues about the nature of strategic alternatives and fill gaps. Strategy Implementation Strategy implementation is the realization of the chosen strategy. The strategy that has been chosen must be implemented consistently, and for that it is necessary to build a suitable organizational structure, an adequate budget, a clear system and the ability of its managers. The implementation of the strategy will achieve success if; (a) the manager's ability to move people (personnel) simultaneously, (b) the organization of the SBU and the company must reflect the company's strategy and goals, (c) the existence of high motivation, (d) the creation of a culture that describes a sense of solidarity (positive) that sustainable, and (e) there is a clear system for linking strategies with implementation plans, so that what has been chosen is not just a kind of paper (Maulidizen, et.al, 2022)

Strategy Implementation

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Strategy Evaluation

After a strategy is implemented, the next stage in the management of the strategy management process is the strategy control stage. In general, control is often identified as an action to make something happen according to what has been planned beforehand. In this control management must have a clear understanding. In reality, management usually takes control actions by following three general steps, namely (a) measuring the company's performance, (b) building the results of measuring company performance against existing standards, (c) taking corrective actions that are deemed necessary to ensure that incidents that occur planned actually materialized. Furthermore, in a more specific company control, it must be based on the three general steps above, but still designed to meet the demand for certain types of specific controls used. For example, production control, inventory and quality control (Akbar, 1996).

CONCLUSSION

Operational strategy is derived from company strategy, environment and industry, and organizational resources. The company's strategy usually leads to efficiency, quality, flexibility, and dependability into the mission of operations. The operational strategy is then reduced to various operational activities, both for service and manufacturing. Like the overall operational strategy, the service strategy also includes cost leadership, focus, and differentiation. Operational strategy is reduced to ten operational decisions, namely product and service design, quality, process and capacity design, site selection, layout design, human resources, supply chain management, inventory, scheduling, and maintenance and care. Operational strategy is used to find out what will be achieved in the future, helps the organization focus on its ultimate goals, and helps define the character of the organization. Operational strategies are difficult to develop due to various reasons, such as low barriers to entry, minimal opportunities in economies of scale, fluctuations in service, customer loyalty, easy substitution, and so on.

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