

**STRATEGIC ADVANTAGES OF PT WILLMAR CAHAYA INDONESIA,
TBK:
CASE STUDY USING SWOT ANALYSIS**

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Abstract

The purpose of this paper is to discuss the strategic advantages of the company, which specialized in the industry of vegetable oils. The paper provides the analysis result of strategic advantages of PT Willmar Cahaya Indonesia, Tbk that is primarily engaged in manufacturing oils for food confectionery industries. The products of this company are made of palm oil, palm kerneloil and illipe nuts.

The research uses a case study method with SWOT Analysis based on the analysis of functional business. The aim of this research is to present information in structured, factual, and accurate way in the object studied. The method used is through SWOT Analysis to examine the strategic advantages of the company .

The findings of this study is to present the strategic advantages of the company based on the financial and non-financial performance, such as performance in the area of marketing, human resource management and operations of the company. The paper also produce the summary of the strategic factors consisting of the internal and external factors, which are summarized in the table IFAS, EFAS and SFAS as a basis for designing programs that can be done by the company.



This study provides the managerial impact to the company studied, namely the establishment of the appropriate corporate strategic decision by the strategic advantages of the company based on the financial and non-financial aspects. For example, based on the companies analyzed: the overall financial performance shows the good performance despite the increasing liabilities. Furthermore, the performance of marketing requires a decision of more aggressive marketing strategy to market their products to the foreign market.

This paper discusses the strategic advantages of PT Wilmar Cahaya Indonesia, Tbk based on the excellence of the functions of finance, marketing, human resource management and operations of the company.

Keywords: *Strategic Advantage and Vegetable Oils Industry.*

JEL Classification: *L29*

PREFACE

Globalization and Liberalization bring the big change of impact and the rapid economic change in the world. The impact influences some sectors, one of them is the industry. In this regard, the industry should be able to increase the high competitiveness in the economy. The high competitiveness should be gained by the economic sector to support the Indonesian industries exist in the economic field.

One of the industries that is concerned is vegetable oil industry. Vegetable oil industry is a strategic industry because this industry takes a role as a supplier for the basic ingredients to other industries especially the food production in our country or other countries. The vegetable industry as a strategic industry which supports the other industries to produce the important raw materials in overall or especially the food industries.

Vegetable oil demands in Indonesia keep increasing, supported by the consumer demands. The high demand by the private industries and the increasing



needs of quality products for people. Increasing the output of production can meet the vegetable oil needs in the large number. The large Indonesian market builds very competitive competition in the industry sectors such as motivating the foreign investors to involve in the domestic market to support the vegetable oil factories. The foreign investors join with the local vegetable oil industries to be the competitors for other holdings company, such as Tradesound Investment Ltd, Public and Rising Shine Investment Ltd.

The competitors can increase the vegetable oil production capacity with support of the raw materials supply from their investors. Furthermore, competition can increase through the entry of the products. The presence of foreign investors, imported products and inexpensive vegetable oil products can be seen in PT. Wilmar Cahaya Indonesia positions as the large vegetable oil producer in Indonesia.

Wilmar Chaya Indonesia (as known as Cahaya Kalbar Tbk or code in stock exchange Indonesia as CEKA) established in February 3rd 1968, known as CV Cahaya Kalbar starting to operate as commercial entity in 1971. CEKA office was located in Jababeka II Industry Area at Jl. Industri Selatan 3 Blok GG No.1, Cikarang, Bekasi 17550, West Java, whereas the factory was located in Kawasan Industri Jababeka, Cikarang, West Java and Pontianak, West Borneo (www.wilmarcahayaindonesia.com). The holding company who has the largest stock in Wilmar Cahaya Indonesia Tbk, is Tradesound Investments Limited (87,02%). The main company of CEKA as a primary company is Wilmar International Limited, the company that saves their holdings in Stock Exchange of Singapore (annual report wilmar cahaya Indonesia 2015).

In Accordance with the Articles of Association company statute, the company is engaged in food industry sectors such as vegetable oil industries consisting of the crude palm oil and its derivatives, illipe nuts, illipe oils, and vegetable oil; activities in general trading of domestic, export-import, and trading of agricultural products, forest products, trading daily need goods. In the present, the main products which are produced by CEKA: Crude Palm Oil (CPO) and Palm



Kernel etc. (annual report wilmar cahaya Indonesia 2015). The company expertise in producing palm oil and illipe bean convert to special quality of vegetable oil also Cocoa Butter Equality (CBE), Cocoa Butter Substitute (CBS), Cocoa Butter Extender (CBX), and Cocoa Butter Improver (CBI) (www.wilmarcahayaindonesia.com).

Business future conditions highly uncertain and unpredictable. This reality is required for company to fix strategy as continuity based on the company experiences by now. Because of this matter, the company should fix their strategy in order to always capable with the external and internal changes in the company. Furthermore, the company is required to prepare itself to compete in the future with the dynamic competition.

From the above description of the problem formulation of the study, there should be a study to analyze the strategic advantages of PT. Wilmar Cahaya Indonesia Tbk, which would be the benefit for the industry analyzed. This paper is organized as follows: Section 1 contains the profile of the company based on the financial performance. Section 2 presents the reason for using case study method and the research design, the criteria used to interpret the findings of the results. Section 3 discusses the findings of the study. The paper concludes the results of the study in Section 4.

LITERATURE REVIEW

Strategic Advantages

Competitive advantage is a predominance strategy that benefit the company which have an effective competency in the market place. Strategy should be designed to maintain the benefit level and to create the superiority in the sustainable competition. Therefore, the company is able to dominate the old market and new market (Porter, 1993).



Competitive advantage is superiority competitor which is can reach strategy success in applying with identified assets (resources) in the real company. With *Tangible* and *Intangible resource* which make that organizations to more uniquely. With knowing this company aspects can optimize resources use to create predominance competitive. Also fixing and removing the unqualified resources. (Afuah, 2003).

Hamel and Prahalad (1994) also used term of main competency for advanced capability as base predominance in the products and services. The main competency is set of skills and technology to enable a company serve some advantages for customers. The company which has the willing for the big benefit should create competencies that have to give the important contributions to the customers later. The competition to take the competencies not about the competition of products or between business, but competition between the companies. The main competencies of distribution for the competitive ability in the products and services, win or lose to reach superiority in competition can make the big impact for potential growth and differential competition of the companies. In other words, competitions in the present and future should be dynamic not static.

Rufaidah (2014) agreed with Barney's opinion (1991) who recommended 3-4 competencies for a company when implement the strategic move: *Valuable* is a supporting ability to neutralize the threats or using the opportunities; *Rare* is capability which not possessed by other competitors; *Costly to imitate* is capability of other competitors which cannot evolve easily; usually caused by the unique historical conditions, social complexity; *Nonsubtitutable* is the strategic ability which is not same with the other competitors; such as the specific knowledge about the company, cooperation trust between the managerial and non-managerial employees.

Strategy is a skill urgently needed by the professional in business world. Strategic advantages are the superiorities which have fundamental effect to support the company operations. Information system can be useful to reach the strategic advantages. Our dimensions that are recommended by the potential strategy is not



the same as the Porter's opinion, that suggests the financial costs and uniqueness claimed by the customers is important for the market competition. As illustrated in literature, the incumbent can reach the strategic benefit through increasing the switching consumer costs, access to crisis stocks and for distribution channel. This study uses the concept of strategic advantage from Porter (1980) who explained that strategic advantage dimension of the competitive advantage.

RESEARCH METHOD

The research method used is a case study. Most of the case study researches usually refer to Yin Case studies that generally refer to detailed investigations of several variables in regard to isolated occurrences or objects (Berg 1968:1). Eid et al (2006:94-95) applies the case study method in their study, and focused on the description and analysis of the qualitative data to explore the case of the company. They present the details of the case study findings and reports the variables analyzed from the perspective of the company. However, this paper discusses the details of the case study findings and reports the variables analyzed from the perspective of the writer. Based on the concept, the steps being taken are, (1) Data collection and analysis on the strategic advantages of the company. (2) Determination of the type and design of the study. The data used in this research is secondary data from 2014 to 2015. This data is in the form of annual report of PT. Wilmar Cahaya Indonesia Tbk. The data is used to analyze the pressures from micro-environmental toward PT. Wilmar Cahaya Indonesia Tbk. (3) Data Analysis Methods. to determine the strength and competitiveness of the industry in vegetable oil industry at PT Wilmar Cahaya Indonesia Tbk, the indicators of the industry competitiveness are used by identifying number of strategic strengths of the company based on the business functions, such as marketing, finance, operations and human resource management. This study analyzes the strategic advantages of the company.



RESULTS AND DISCUSSION

External Environment Analysis

PT. Wilmar Cahaya Indonesia has the opportunities and threats from the external environment that are political aspects and regulation, economical environment, social-cultural environment, and ecology. In the political aspects and regulation consisting of constitutions, government regulations, and local regulations provide the good impact for the company, such as UU Number 39 (2014) paragraph: 22, point: 1-2: the central government facilitate to enrich the genetic resources (plant and farm) giving the easiness on permission and using the research facilities of the state properties and local properties and the enrichment of the genetic plantation resources. Paragraph 39 point 1-3 and paragraph 95 point 1-2: on giving the permission of the investment from the foreign countries and the local, Paragraph 44 point 2 : Cultivation business can make diversification such as agro tourism, Paragraph 51 point 1-3: farming the business empowerment, Paragraph 72 point 3 and Paragraph 73 point 1-3: output manage development, Paragraph 87 point 1: central government has to conceal information about the businessman. There are not only more regulation which supports the existence of the palm oil industries , but also there are regulations which can be implemented for the company, such as President regulations No 61(2015): on collecting and using palm funds, the regulation results more costs for this industry. Trades Minister Regulation No 65/M-DAG/PER/9/2016 paragraph 1 and 2 on the cost confirmation, in this regulation the cost determined by universal CPO. The threats also occur due to political situation in Indonesia because there is a conflict between political parties and government power, this problem impacts to the economic conditions in Indonesia especially in low money value changes or inflation, in other words resulting the effects to this industry.



The analysis of economical aspects is the bank interest; the factory has threats between 2014 until 2015 that is the sinking of the bank interest. The high unemployment and impact to increase the needs for jobseeker, such case resulting the industry becomes easier to search the fresh graduate employee with lower salaries, because the bargain of job applicant is too low, the revaluation of threat happened is because weakening process to importer countries such as sinking price of soya oil and sunflower seed as the substitute products from CPO, then the importer countries move to substitute the productions and also the threats of the energy existence in 2013, when the palm oil production was in the high level, this case result the negative impact, because the demand was sinking.

PT Wilmar Cahaya Indonesia in the environmental-cultural aspects has a chance in lifestyle changes process, when lifestyle changes make consumptive culture, but results the positive impact to the industry because level of demand is increasing, this opportunities is about increasing population and having good effects, as well as gaining the productions result. The threats which faced by life expectancy aspect can be negative impact for lifestyle changes because the untrue issue about the vegetable oil.

PT Wilmar Cahaya Indonesia in technological aspect has the good opportunities to develop the new products because can support the company to develop the vegetable oil product which has mutual functions for the other products to be an innovation.

PT Wilmar Cahaya Indonesia in ecology aspect has threats when el nino happening in 2015 until 2016 which influences the palm production. Natural resource change is one of threats that can be the negative impact for costs and price of soya oil and sunflower seed (USA and Europe), decreases the demand level of vegetable oil, threat is also occurred by the disaster. If Force Majeure is really happened, that can be classified to the extraordinary phenomena (not caused by other subjects), which interfere the company activities, as overall or partial, responsibility or obligation, and the last threats to natural damage. In 2015, great



forest fires in history occurred and were caused by oil palm companies, one of them was Wilmar and there was the negative issue concerning palm oil because this resulted in pollutions and as an opponent of environmental activists. The results of external factor analysis, explained in this table:

Table 1. External Factor Analysis Summary

External Strategic Factor	quality	Rating	Score	Explanation
A. Opportunities				
Lifestyle Changes (Social Cultural Environment)	0.20	4.00	0.80	Lifestyle Changes in consumptive level including food has good impact to industry because vegetable needs is increasing.
Population Increase (Social Cultural Environment)	0.17	4.00	0.68	Over population has good impact, because this increases the quantity of products.
Product Development (Technology)	0.18	3.00	0.54	Vegetable oil production can open the opportunities for the company to develop because has the good function especially in raw material for another industries
Innovation in Technology (Technology)	0.12	3.00	0.36	Along with the product development, requires a new development to innovate the products.
B. Threats				
Devaluation (Economy)	0.07	1.00	0.07	Economic slowdown of the importing countries such as the decline of soybean oil price. Further, the low condition of economic world that is resulted by the importing countries undertake economic policies that have an impact on demand for CPO.
Economic availability (Economy)	0.06	2.00	0.12	In 2015, over supply occurred
Conditions of environmental damage	0.09	3.00	0.27	In 2015, great forest fires in the history occurred and was caused by oil palm company. One of the companies is Wilmar and there was the negative issue concerning palm oil because resulting the pollutions and as the opponent of the environmental activists.
Potential natural disasters	0.11	4.00	0.44	Force majeure is really happened, that can be classified to an extraordinary phenomena (not caused by other subjects), which interfere the company activities, as overall or partial, responsibility or obligation, and the last threats to natural damage.
Total	1.00		3.28	

Strategic Benefit of Financial Performance

Valuation of financial performance is based on the increasing salary. This is reflected by one report, the report which describes about the financial performance of company development at several periods, financial performance can describe about financial situation of the company based on the target, standard, and criteria as



explained by Sawir (2005:1). This report is usually called by financial report. The purpose is to gain the financial report that is make a sense for company, especially PT. Wilmar, to be able in evaluating the performance of the company at previous period. The financial performance analysis can realize with some way from general method such as the financial company ratio.

Table 2. Financial performance analysis ofPT Wilmar Cahaya Indonesia Tbk

Ratio/year	2015	2014
LIQUIDITY RATIO		
Current ratio	153.46%	147.56%
Quick ratio	49.46%	80.33%
Cash ratio	1.32%	3.85%
Cash turnover	322.15	133.58
Inventory to net working capital	97.26%	142.23%
LEVERAGE RATIO		
Debt to asset ratio	56.93%	58.13%
Debt to equity ratio	132%	138.88%
Long-term debt to equity ratio	4.6%	5.19%
Times interest earned	4.79	2.38
ACTIVITY RATIO		
Inventory turnover	8.21	7.78
Working capital turnover	7.98	11.06
Fixed assets turnover	14.97	16.04
Total asset turnover	2.35	2.88
PROFITABILITY RATIO		
Gross profit margin	8.5%	6%
Return on investment	7.1%	3.1%
Return on equity	16.6%	7.6%
Earnings per share	179.07	68.91
Net profit margin	3%	1.1%
MARKET RATIO		
Market to book ratio	1	1
Price/earnings ratio	1.39	3.62
GROWTH RATIO		
Sales	-0.06 %	0.46 %
Net income	1.59 %	-0.36 %
Earnings per share	179.07	68.91

Table 3. Value of sales and Net income (In Billion Rupiah)

Variable	2015	2014	2013	2012	2011
Sales	3,485	3,701	2,531	1,123	1,238
Net Income	106	41	65	58	96

Based on the financial performance analysis results, PT Wilmar Cahaya Indonesia Tbk, indicated that the performance is good if this is seen as overall because there is clean benefit from the normal condition. In ratio liquidity that indicating there is increasing current ratio at 6,9 from 2014-2015 that means the



company can manage short term asset, creditors can trust the company because the company can pay short term debt. But in quick ratio there is a big significant: 30,87% it is showing the negative condition, because everyone debt of rupiah is handled by 0,49 fluent assets except for the company stocks which need salary to hide the short term debt. in cash ratio there around 2,53% that indicates about company condition that is unable to be maximized fluent fund and using assets and marketable securities which are company properties. Based on this condition, company capability is paying with assets, sales, and available stocks. In 2014-2015 there is increase of 188,57 on cash turn over short term implication company can optimize their activity. Inventory of networking capital around 44,97% in 2014-2015 if the implication less than 100% therefore the liquidity has high level.

In leverage ratio, the debt to asset ratio is in significant sink that around 1,2% in that case the company is in good condition because the proposition asset of the company paid by short term debt. Company does not get surplus load of asset in the company. In debt to equity, the company is in negative condition because more than 50% although there is sinking from 2014 but not too significant, this case impact to short term of operational fund by equity is less. Long-term debt to equity ratio that is under 50 % and sinking from 2014, indicates that the company is in good condition. Times interest earned in this company which increases the conditions indicates that the company can handle the charge which has to pay with benefit.

In ratio activity, inventory turnover of the company is increasing but not too significant that indicates the use of facility to produce the salary is climbing. Working capital turnover is sinking when the company ability that sell from capital working is less. In fixed asset turnover indicates that from 2014 where this is caused by the decreasing of fix asset and selling by the company. The company does not maximize in the use of fix asset to produce salary. Total asset turnover in this company is sinking whereas this company cannot be efficient to use the assets.

In profitability ratio, there is increasing gross profit margin, this increase can be a good value for the company because the investation supported by the company



to produce the effective benefit. Return on investment is increasing whereas effect to the investment implemented by the company was effective and efficient. Earnings per share is increasing from 2014 whereas this indicates the company is able to give the advantage as the expectation of the holding companies. Net profit margin is increasing and this indicates that performance in overall is good.

Strategic Benefit based on functional business

In this part, this will indicate concerning the analysis result and superiority strategy in this company based on marketing function, finance, operation and human resources management. Strategic power in this company is in marketing field because the product which produced by PT Wilmar Cahaya Indonesia has followed the standard which determined by the government. The company has gained the certificate of Halal guarantee by PT TUV NORD Indonesia and accepted by international standards through obtaining System & Service, therefore in marketing is highly strong with the results score that is 0.35. The weaknesses in strategic marketing is less because PT Wilmar Cahaya Indonesia does not have the product that can be marketed directly to consumers and the company always follows the world price so it keeps the price fluctuations with the results score that is 0.20. In the field of marketing, the lifestyle changes that is consumptive, also a positive impact on the industry because the request of vegetable oil always increases in which seen from marketing whereas score results around 0.3. In addition to the threat of economic marketing of importing countries, such as soybean oil prices decline. Further the low condition in economic world, resulting in, importing countries undertake economic policies that have an impact on demand for CPO with score which is 0.3 threat results has been faced by PT Wilmar Cahaya Indonesia. In the processing of its products and product designed by PT Wilmar Cahaya of Indonesia has met the standards that have determined by certified halal by the MUI, has been certified OHSAS 18001: 2007 and has been recognized by international standards



by obtaining System & Service Certification Food Safety System 22000: 2015. The company focuses producing vegetable oil products, namely CPO and Palm Kernel but this company does not make a lot of innovation for the company products, because the company focuses on the production of raw or semi-finished goods. The company has two strategic manufacturing site, the plant Pontianak which is near of the plantations, to obtain raw materials and factory Cikarang industrial location is near of the capital makes it easy to distribute the products.

In this company human resources is quite superior, can be seen online recruitment process to encompass all walks of life, provide training and education to employees of PT Wilmar Cahaya Indonesia and assess performance. With training and career development for the employees of PT Wilmar Cahaya Indonesia, the company should to develop the employees ability and can be contributed to the maximum line with the company's long-term needs. PT Wilmar Cahaya premises are very concerned resource can be seen from the well-being of an employee which facilitates employee to provide the necessities of life especially in the plantation area of the amenities of home and appliance transportation , implementing K3 program to improve safety and minimize accidents and compensation granted to employees, the company also provides employee pension fund.

In function of the financial management of companies that receives funds from shareholders and third parties, namely the banks, compared with the year 2014 the company increases total liabilities amounted to 13, 30% from 2014 and this is a negative impact for the company because this has to reserve more funds to pay off its liabilities, among others with the increasing of sales and accelerate billings to billing of customers. While the allocation of funds used to supplement the company current assets, namely lending to related parties, PT Wilmar Nabati Indonesia with prepaid taxes, non-current asset purchases to boost production capacity, and purchase The purchase of raw materials. This raw material purchases benefit the company because of the weak market prices therefore the impact on the decrease in raw material prices, thereby increasing profit brutto, payment of corporate income



tax expense increased due to increased corporate profits. Company in 2014 and 2015 have not been able to issue a dividend because this needs fresh funds because of the effects of the weakening global economy. The results of the analysis of the company internal environment outlined in Table Internal Factor Analysis Summary.

Table 4. Internal Factor Analysis Summary

Internal Strategic Factor	Quality	Rating	Score	Description
A. KEKUATAN				
International standardization Product	0.13	5.00	0.65	the resulted product follows the standards of the government; Halal certified and based on the international standards by obtaining System & Service.
Financial (<i>Allocating fund</i>)	0.09	4.00	0.36	Allocation of the funds used to purchase the company assets, such as lending to related parties (PT Wilmar Nabati Indonesia), and the purchase of non-current assets to increase production capability.
Human Resources (<i>Maintenance</i>)	0.08	3.00	0.24	PT Wilmar Cahaya Indonesia maintains human resources in terms of welfare, safety, health and environment, compensation, and career planning.
Human Resources (<i>Development</i>)	0.13	2.00	0.26	Provide training and education on PT Wilmar Cahaya Indonesia employees, and assess performance. .
<i>Plant design and services</i>	0.15	3.00	0.45	Has two factories with a strategic position in order to make it easier to distribute the product
B. Weakness				
Financial(<i>dividend policy</i>)	0.09	1.00	0.09	The Company cannot pay any dividends to its shareholders.
Financial(<i>Obtaining fund</i>)	0.07	2.00	0.14	Increase the total of liabilities of 2014 amounted to 13.30%
Operation	0.07	3.00	0.21	Products which produce the raw materials and semi-finished materials
Selling Strategy	0.05	1.00	0.05	has no product that can be marketed to consumer.
Pricing Strategy	0.14	2.00	0.28	Prices followed the world price, so keep price fluctuations
Total	1		2.73	

Conclusion

PT Wilmar Cahaya Indonesia in marketing the products standards international premises at competitive prices depending on the type and total, in term of price, Wilmar also has two factories in which to launch the process of production, in promotion, Wilmar do business to business (B to B), to support passage of the



company, Wilmar obtained from Tradesound investment Ltd, public and Sine Rising Investment. On the side of other company also view to support the activities of PT Wilmar Cahaya Indonesia in managing quality human resources, then Wilmar conducts training and education for the employees and does not forget to pay attention to their health. To expedite operations rely Wilmar 2 factories with the aim to make it easier to distribute its products. The strength of PT Wilmar Cahaya Indonesia is on the quality of products that are of international standard, the allocation of appropriate funds so that it can manage finances well despite the conditions experienced moderate decline in sales, maintenance and development of good human resources so as to avoid the onset of problems due to human error or labor conflicts. The weakness is not issuing dividends to shareholders, increase liabilities when that is not appropriate, the resulted product in the form of raw materials or semi-finished so that market share can not be reaching the final consumer, and fluctuating prices caused by the global economy. Opportunities that the company possesses are of lifestyle changes along the passage of a consumer society followed with the increasing population growth so the demand for vegetable oils also increased, vegetable oil products was very open for companies to be able to innovate and develop products. Threats faced by PT Wilmar Cahaya Indonesia is economically economic slowdown in the importing country, in terms of the environment have the issue of black campaign palm oil is not environmentally friendly accompanied by the occurrence of large forest fires in Indonesia and the potential for natural disasters (force majeure) which high.

Capability of PT Wilmar Cahaya Indonesia in terms of tangible, wilmar even par with competitors because the resources have criteria of value, but not unique among others in: cash accounts, accounts receivable, facilities, location, innovation, patent, trademark, the effectiveness of their strategic planning , superior control and evaluation system. Wilmar HR of tangible source said even par with competitors, of innovation has aligned with competitors and Wilmar Wilmar report as parallel here with competitors. The organization's ability to service customers, hiring and



retaining human capital is still in parallel position to its competitors. But the emergence of competitors to be one serious threat for the Company. PT. Astra AgroLestaro Tbk. Incorporated in the Indonesian stock exchange is one of the contenders for Wilmar, PT. Astra AgroLestaro Tbk. HRM has strength where the most important and fundamental aspects for the Company is the management of Human Resources (HR) or Human Capital Management sebagai key determinant of progress and the future success of the company in order to obtain high quality human resources. According to the basic principles of the Company, HR is a major asset. In the midst of increasingly severe business challenges and competitive, the Company ensures that existing human resources should have the advantage on all fronts, from the leadership of the Company until the worker in the field. HR of the Company shall have good competence and improved so that each is able to give the best contribution to the progress of this Perseroan. Saat, the Company has permanent employees as much as 36 214 people. Palm oil sector is labor-intensive sectors that absorb labor in very large quantities. Therefore, the Company should establish a human resources management system that is robust and able to guarantee every individual to contribute their best to the company.

Recommendation

The analysis result of the strategic advantages of the company indicates the number of recommendations, including a company can implement some decisions to: (1) allocate resources to fund both to seize opportunities various market segments can be served company therefore to improve access to foreign markets; (2) Prevent or reduce additional borrowing of funds to a third party, on the medium term; (3) maintain market share and targets new markets through strategic long credit sales over the competition and of the long-term; (4) conduct a more attractive product innovations for the targeted market segments served; and (5) Become a corporation that process raw materials, finished products that are ready to be marketed to the final consumer. (6) Innovate products more attractive to target market segments; and



the company processing raw materials into products ready to be marketed to the final consumer.



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