ANALYSIS STRATEGY MANAGEMENT AND DEVELOPMENT OF OCEAN FISHING PORTS NIZAM ZACHMAN NORTH JAKARTA

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Abstract: Research is about the strategic fishery port management and aims to investivigate SWOT (Streght, Weaknesses, Opportunities and Threats), script and management formulation of port fishery in Nort Jakarta. The method for this research was used Analitic Descriptive by primer data and secondary colection. Data colection has been conducted by passive observation, interviews, participation and literature.

SWOT Matrix is an analytical tools used to identifity Streghts, Weaknesses, Opportunities and Threats. Furthermore, the leader could determine a strategy of organization from the data result. Quantitative Strategies Planing Matrix (QSPM) is recomended tool to decide a relative attractive value of variation strategy. Internal Factors Strategic Summary (IFAS) acquisition valued that obtained had strength variable (1,6088) was more excellent than the weakness (1,4204). Eksternal Strategic Analysis Summary (EFAS) opportunities variable (1,3256) was more excellent than the threat (1,0164). Result shows that fishery port Nort Jakarta in quadrant I with SO (streght opportunity) strategic. According to total relative attractive value of each strategies by analysis QSPM, there were obtained 5 strategies appeal to implementation, consist of : (1) Increasing fish production (2) Segmentation market (3) Controling fisheries transcation at fishery port Nort Jakarta (4) Creating fisheries business at fishery port Nort Jakarta (5) Increasing and stabilizing gasoline supply.

***Keywords:** Strategic, IFAS, EFAS, SWOT, QSPM, Management, Oceanic fishery harbor development.*

PRELIMINARY

Scholey, C. (2006) suggests that management is to manage and develop made by the manager. Strategic Management by Ferraresi, A.A., Quandt, C.O., dos Santos, S.,A. and Frega, J.R. (2012) are the decisions and actions to create a competitive advantage. Fishing harbor is a place consisting of land and surrounding waters with certain limits as the government activities and activities of fishery business system that is used as a fishing vessel rests, anchored or unloading fish that is equipped with the safety of shipping and supporting activities of the port fishery.

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Fishing ports as defined in Article 3 and 4 KEPMEN No. 34 of 2004, has the task to accomplish their production facilities, handling and processing, facilities management and quality control, marketing of fishery in the area, facilities and develop fishers.

Indonesia consists of 17,508 islands, but only about 6,000 of the island that has possessed the name, while around 1,000 islands are inhabited. Total length of its coastline is about 81,000 km which is the coastline is very long which is owned by a country in this world, of the total land area of Indonesia, estimated at about 97% consists of 13 major islands (Borneo, Sumatra, Papua, Sulawesi, Java, Madura, Halmahera, Seram, Sumbawa, Timor, Flores, Bali, and Lombok). Other mainland around 13,000 islands has an area of only about 54,000 km2, or an average of 4 km2 each island (Nontji, 2007).

Ocean Fishery Port Nizam Zachman Jakarta (OFPNZJ) located in Muara Baru (Jakarta Bay), Pejaringan subdistrict, North Jakarta. Ocean Fishery Port, North Jakarta was built in 1980 and inaugurated on 17 July 1984 under the name Ocean Fishing Port Jakarta (OFPJ) and changed its name to Ocean Fishery Port Nizam Zachman Jakarta (OFPNZJ) corresponding decree of the Minister of Marine and Fisheries No: KEP. 04 / MEN / 2004 on chaneg of name OFPJ J be OFPNZJ.

In order to realize "Vision" Ministry of Maritime Affairs and Fisheries (MMAF) in 2014-2019 that Indonesia as the largest marine and fishery in 2019 and "The Mission" Welfare for marine and fisheries community and Management we hope that the develpment of the port becomes a solution of the vision. while the Vision and Mission OFPNZJ namely: Realization OFPNZJ as a center of economic growth and development of integrated fisheries. Mission OFPNZJ: a). create jobs and a conducive business climate; b). empowerment of fishing communities; c). improve the quality, food safety, and value-added; d). provide data and information on fisheries; e). improve the supervision and control of fishery resources.

The purpose of this study will focus on the analysis of internal and external factors Rengas River Beach Fishing Port. Ratings of SWOT (Strength, Weaknes, Opportunities, Threat), while a second analysis aims to formulate the strategic direction to port management, is expected to make fishing ports and provide optimal service to the user community services. This research was conducted at the Fishery Port Ocean Nizam Zachman Jakarta (OFPNZJ) in July 2015.

RESEARCH METHODOLOGY

Research Methods

This research is descriptive analytic the study that aims to provide a snapshot of the reality of the object studied objectively. Researchers conducted direct observation of the object and the respondents by conducting interview,

questionnaires and focus group analysis. All data obtained will be processed and treated with a qualitative analysis, the method of SWOT analysis and quantitative analysis using the principles of Intuitive Judgment by using Quantitative Strategic Planning Matrix (QSPM).

Data Analysis Method

The process of drafting the strategy carried through three stages of analysis, ie input stage, the stage of the analysis, and decision stage. The final stage of analysis is to formulate a decision to be taken. His decision was based on justification. As for the stage, described at:

Input Stages

This stage is basically not just data collection, but also an activity classification and pre-analysis. At this stage the data can be divided into two, the external data and internal data. External data can be obtained from outside the port area of fisheries, such as community analysis, the government's analysis, the analysis of a particular interest group. While internal data can be obtained in the harbor area, such as potetial resource, the activity report of human resources, physical condition, facilities/infrastructure. The evaluation of the strategic factors that are used at this stage is a model Matrix Strategy and External Factors Strategy Matrix Internal Factors.

Matrix Strategy External Factors

First we identified external strategic factors, a table EFAS (External Strategic Factors Analysis Summary) arranged to formulate strategic factors external opportunities and threats within the framework of the company. b. Internal Factors Matrix Strategy.

Second we identified internal strategic factors of a company, a label IFAS (Internal Strategic Factors Analysis Summary) arranged to formulate strategic factors internal within the framework of Strength and Weakness of the company.

Phase Analysis

Collecting all the information that affect the continuity of the harbor, we countinue the next step by utilizing all the information in quantitative models of strategy formulation. The model used SWOT matrix and Matrix Grand Strategy.

Phase Decision Making

The previous stages were made and analyzed, then the next stage drafted a priority list should be implemented. Quantitative Strategic Planning Matrix (QSPM) is a

technique that can objectively define alternative strategies are prioritized. As a technique, QSPM requires good intuitive judgment.

QSPM (Quantitative Strategies Planning Matrix) is the recommended tool for strategists to evaluate alternative options strategies objectively, based on the critical success factors of internalexternal previously identified. So, conceptually, the goal QSPM is to establish the relative attractiveness of the (relative attractiveness) of strategist varied to determine which strategy is considered the best to be implemented.

RESULTS AND DISCUSSION

General Situation Research Sites

North Jakarta area stretches from west to east along approximately 35km, jutting into the land between 4 s/d 10 km.Ketinggian sea level between 0-2 M. Jakarta northern coast is a region of hot climate with an average temperature of 28.7 C, the average rainfall every month reached jujan 135,93mm with maximum rainfall in January. The average air humidity of 74.7% are exposed to wind with a speed of about 4.79 knots throughout the year. The area is a beach area and a bermuaranya 13 rivers lead this region is prone to flooding.

Based on data from OFPNZJ, (2015) the number of fish landed by vessels from 2011 to 2015 when it averaged 107 241 772 tons per year produced from tuna longline gear types/long line, purse seine/purse seine, gill net/gillnet, netting squid/bouke ami, fishing calamari/squid jigger, hand line, traps/trap, carrier/carrier other/other.

Evaluation of Strategic Factors

1. Elements of Strength

Elements of force consists of seven internal strategic factor OFP Nizam Zachman Nort Jakarta the potential of fish resources, the development of the state border areas, development is not limited, within local and international markets, land, pemeritah support, the security level of the port from the fury of the waves.

The weights of each factor is the strength of the institutional potential of fish resources at 0.0700, 0.0655 border areas of the country, development is not limited to 0.0655, within local and international markets amounted to 0.0715, a land area of 0.0740 , the support of local government; 0.0906, port security from the force of the waves with nilaisebesar 0.0690.

The main strength of the strategic OFP Nizam Zachman Nort Jakarta is the potential of fish resources, a safe harbor from the waves, the support of local government and land ownership this can be seen from the assigned rating of 3 respondents.

2. Element Weakness

There are seven internal strategic factor in the element of weakness OFP Nizam Zachman Nort Jakarta, namely human resources, facilities, absence of an auction system, port security, sanitation systems, quality fish, fishing technology.

The weight of each of these factors is the human resources at 0.0770, the absence of an auction system at 0.0770, 0.0750 for port security, sanitation systems at 0.0660, 0.0700 of fish quality, technology penagkapan by 0, 0614.

From these factors, factor market system, security, and sanitation facilities is a drawback with both anticipation level with a rating of 3.

3. Element Opportunities

Elements opportunity consists of six external strategic factors namely distribution, consumption levels, an increase in fishermen's income, improved quality, supporting businesses, fishing ground with each successive weighs sebgai following: (0.0826), (0.0909), (0.0877) (0.0858) (0.0909) (0.0921),

Opportunities that can be responded well is supporting business distibusi fishing ground and this can be seen from the rating given the respondent amounted to 3. Of these factors the availability of supporting businesses around the port becomes the key to success due to have a score of 0.2763.

4. Elements Threat

There are six strategic factor in the element of threat is the availability of fuels, weather, fishing season, the price of fish, illegal fishing, technological developments outside OFP Nizam Zachman Nort Jakarta. With each successive weighs as follows: (0.0536) (0.0883) (0.0839) (0.0890) (0.0789) (0.0763). Of the six strategic factor in the element dominated threat rating of 2. Overall external factors to note are the factors that have a high score among other technological developments penagkapan 0.2290, the price of fish at 0.1779 and 0.1678 fish season, weather at 0.1767, 0.1073 fuel oil be the key to success in defining a strategy in pelabuhan.

Matrix IFAS

Based on the variable strengths and weaknesses of the internal environment analysis OFP Nizam Zachman Nort Jakarta, the obtained matrix IFAS (Strategy Internal Factor Analysis Summary).

The results are presented in Table 1.

Tabel 1
Matriks IFAS

	No.	Variabel Strength	Bobot	Rating	Skor
0.0700 3	1	Potential	0.2100		
0.0690 3	2	Security of the wave		0.2069	
0.0906 4	3	Support local governments			0.3625
0.0740 3	4	Land area	0.2221		
0.0715 3	5	Distance local and international market	0.2145		
0.0655 3				0.1964	
0.0655 3	6	Development is not limited	0.1964		
0.5060.25	7	Border area	1.6088		
	No.	Variabel Weakness	Bobot	Rating	Skor
0.0770 3	1	Human Resources	0.2075		
0.0740 3	2	Amenities	0.2045		
0.0705 3	3	The market system	0.3582		
0.0750 3	4	Financial PPT	0.2925		
0.0660 3	5	Sanitation quality	0.2826		
0.0700 3	6	Fish	0.1940		
0.0614 2	7	Capture technology	0.1940		
			0.4940	20	
		Total	1.4204		
		Total Number	1.000	45	3.0292

Source: Data processed Respondents 2015

From the above it is known Matrix IFAS total score variable force (1.6088) is greater than the weakness (1.4204) so that it can be said that in the management of OFP Nizam Zachman Nort Jakarta variables/variable force more powerful than the variables/variable weakness

Matrix EFAS

Opportunities and threats based on variables of environmental analysis External OFP Nizam Zachman Nort Jakarta then obtained Matrix EFAS (External Factor Analysis Summary Strategy). The results are presented in, table 2.

From the above mentio it is known that Matrix EFAS total score variables/ variable opportunities (1.3256) is greater than the total score variable/variable threat (1.0164) so that, it can be said that in the management of OFP Nizam Zachman Nort Jakarta variables/variable opportunities more influential than the variable/ variable threat.

Tabel 2
Matriks EFAS

	No.	Variabel Strength	Bobot	Rating	Skor
0.0826 3	1	Distribution	0.2479		
0.0909 2	2	The consumption level	0.1817		
0.0877 2	3	Increasing the income of fishermen	0.1754		
0.0858 2	4	Improving the quality of fish	0.1716		
0.0909 3	5	Supporting business	0.2726		
0.0921 3	6	*Fishing ground*	0.2763		
0.5300 15		Total	1.3256		
	No.	Variabel Weakness	Bobot	Rating	Skor
0.0536 2	1	Fuel oil Weather		0.1073	
0.0883 2	2	season fish		0.1767	
0.0839 2	3	The price of fish		0.1678	
0.0890 2	4			0.1779	
0.0789 2				0.1577	
0.0763 3	5	Illegal fishing		0.2290	
0.4700 18	6	Technological development			
		Total		1.0164	
		Total Number 1		2.3420	

Source: Data processed Respondents 2015

Matrix SWOT

SWOT analysis is used to determine the Strengths and Opportunities optimization strategies as well as to minimize Weaknesses and Threats. Each strategy is based on existing indicators. Weaknesses and Threats not only act as an inhibiting factor, but also as a contributing factor. Given the weakness and threats, strengths and opportunities, the utilization can be optimized. For each of these strategies can be seen in Table 3.

Due to the power factor greater than the weighted value weaknesses of the company and at the same time weighted value of corporate opportunity is greater than the value of the position OFP Nizam Zachman Nort Jakarta weighted threats Nizam Zachman Jakarta in quadrant 1 and should adopt an aggressive growth strategii. In other words SWOT matrix leads to OFP Nizam Zachman Nort Jakarta to SO strategy (Streght-Opportunities) harnesses the power of OFP Nizam Zachman Nort Jakarta owned and the amount of business opportunities available

Grand Strategy

The results of the external and internal factors are used to determine the coordinates of the OFP Nizam Zachman Nort Jakarta management strategy Nizam Zachman

Table 3
Matriks SWOT

IFAS/EFAS	Strength (S)	Weaknesses (W)
	1. Potential 2. Security of the wave 3. Government Support 4. The land area 5. Distance local and international market 6. Development of unlimited 7. The border area	1. The quality of human resources 2. Facility PPS Nizam Zachman Jakarta 3. The system lelalng 4. Security PPS Nizam Zachman Jakarta 5. Sanitation 6. The quality of the fish 7. Technology arrest
Opportunities (O)	Strategi SO	Strategi WO
1. Distribution 2. The rate of consumption 3. Increasing the income of fishermen 4. Improving the quality of fish 5. supporting business 6. Fishing ground	1. Increase production 2. Build efforts in supporting fisheries harbor environment 3. Market segmentation	1. Improving the quality of human resources in the PPS Nizam Zachman Jakarta 2. Increasing the use of the latest technology
Threats (T)	Strategi ST	Strategi WT
1. fuel 2. Weather 3. Seasonal fish 4. The price of fish 5. Illegal fishing 6. Technological developments	1. Stabilize and increase the supply of diesel fuel 2. Control of fish sales in PPS Nizam Zachman Jakarta 3. Optimization of cold storage 4. Import fish	1. Working closely with third parties relating PPS development Nizam Zachman Jakarta 2. Closing PPS Nizam Zachman Jakarta

Source: Data Processed, 2015

Jakarta using grand strategy matrix analysis. With the horizontal axis (X) is the internal factors. The value of the X coordinate represents the difference between the power factor in reducing weakness factor = (1,6088 – 1,4204) = 0.1884. While the vertical axis Y represents the difference between chance factor in reducing the threat factors (external), value of Y = (1.3256 to 1.0164) = 0.3092. See figure 1

Results obtained from the grand strategy matrix shows the company's position in quadrant 1 and companies are advised to use an aggressive growth strategy (Growth Oriented Strategy). The strategies that can dilakuakan by Roland chritsmen in David R Freed in his concept of strategic manajemnen: market development, market penetration, product development, integration forward of backward integration, concentric diversification.
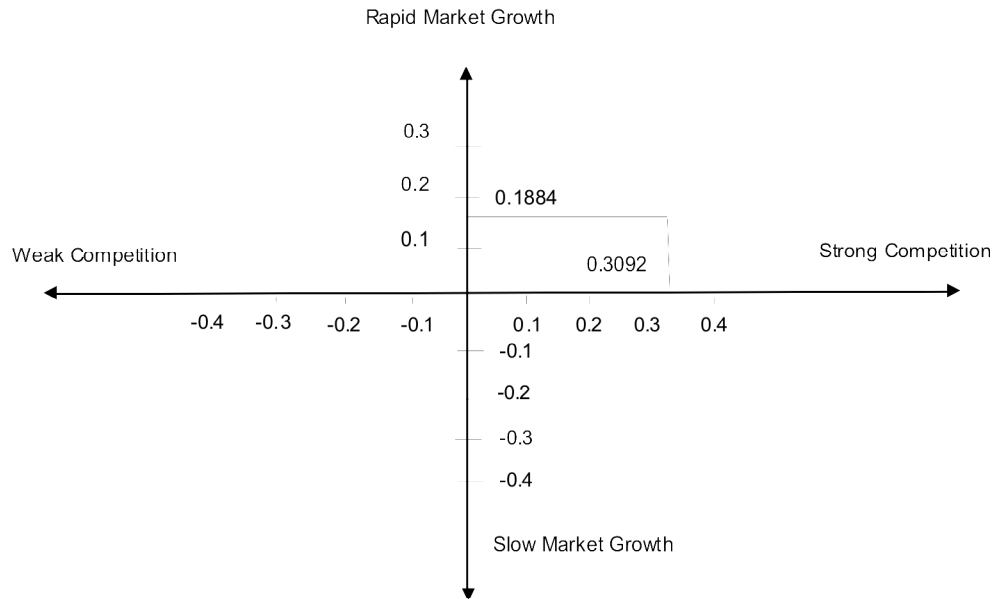
Rapid Market Growth

Weak Competition

0.3

0.2

0.1

0.1884

0.3092

Strong Competition

-0.4   -0.3   -0.2   -0.1   0.1   0.2   0.3   0.4

-0.1

-0.2

-0.3

-0.4

Slow Market Growth

Figure 1: Grand Startegy

QSPM Analysis (Quantitative Strategies Planning Matrix)

Conceptually, the purpose QSPM a recommended tool for strategists to evaluate alternative strategies objectively selection. Conceptually QSPM goal is to establish the relative attractiveness of the (relative attraciveness) of strategies bevariasi was chosen, to determine which strategy is considered the best to be implemented, see annex 1.

The sequence is based on the attractiveness of the ultimate strategy at the start of:

1. Increase the value of fisheries production by the number of appeal (TAS) which is the highest 7.0676
2. Developing the market segmentation of 6.8285
3. Controlling the sale of fish outside PPS Nizam Zachman Jakarta at 5.9142
4. Establishing supporting businesses at 5.7300
5. Stabilize and increase fuel supply support at 5.6312
6. Imports of fish 5.5071
7. in cooperation with third parties 5.0699
8. optimization storadge cold at 4.9280

9. improving fisheries technology at 4.4646
10. Nizam Zachman Jakarta PPS closure of 3.1823
11. Improve the quality of human resources 2.1683.

Strategy Formulation

In the process of strategy formulation experts strategis never consider all variable alternatives that can be profitable for the company, because the limited number of possible actions and how to implement that action is also not limited. Therefore, alternative strategies should have some of the most interesting is still workable. From the analysis of the OFP Nizam Zachman Nort Jakarta QSPM in getting the strategy in a formula such as:

Increase the Production of Fishery

Production is generate wealth through the exploitation of human resources; environment or if we mean conventionally, the production is the process of producing or add value to a product or service by using existing resources. Production does not mean physically create something that does not exist, because no one else can create matter.

In terms of increasing the production of OFP Nizam Zachman Nort Jakarta can play a role as well as maximizing the function of the port itself. as representatives of the Ministry of Marine Fisheries to keep improving production and quality of the fishery as well as play a role in the development of fishing communities as for the things that can be done is

1. The training is to improve the work efficiency in the vessel
2. The training is to improve use of vessel navigation
3. The training is to improve the quality of fishery
4. The training is to improve fisheries
5. To provide services effective and efficient administration
6. Informing about fisheries technology
7. to motivate fishermen
8. to improve the development of port facilities.

Market Segmentation

Market segmentation is an activity divide or classify heterogeneous market into homogeneous market or have a common interest in terms of purchasing power, geography, purchasing behavior and lifestyle (Kotler, 2003).

In this case the function of OFP Nizam Zachman Nort Jakarta as coordinator of marketing and distribution of fish in order to provide market information services nationally and intercellular can play a role in dividing the market into groups kelopok more homogeneous. Compartmentalized box with ease market on the needs of people based on their interests, purchasing power, geography, purchasing behavior and lifestyle. From this creates a chance to increase the price of every product produced.

Control of Fish Sales OFP Nizam Zachman Nort Jakarta

Sales is an integrated activity to develop strategic plans directed at satisfying needs and wants of business buyers, in order to get the sales that generate profits.

Sales Transactions (fish) is an important factor in business continuity fishing and fishery harbor itself. In conducting the sale of fish that need to be considered is the sale of the system. There are several things to note in curbing the sale of fish: First, the auction was the sale of goods which is open to the public with a price quote in writing and/or oral increased or decreased to achieve the highest price which was preceded by the announcement of the auction. In general fish sales is done by auction it is made to get a good price deal between the seller, the buyer and the tenderer itself so mutually beneficial. With the adakanya auction will usually affect the stability of a good price.

In most areas of Indonesia to sell fish using an auction system. But for Kalimantan area and in particular on the PPS Jakarta Nizam Zachman fish auction system does not know. System agents are sales activities at the company, where the company is also the owner of the ship. The weakness of this system tends to be unstable prices because the price is determined by the parties in this case the agent. As a result, the fishermen tend disadvantaged by this system.

Secondly, the thing to note is in sales is supervising the sale. Fish resources is a unique product dikarnakan rights to the management of the sea itself. Every region has the right to manage the fish resources in accordance with applicable regulations. In the case of fish sales is determined based on where the fish was caught (area oprasi penagkapan).

Noted frequent violations regarding the sale of fish expected OFP Nizam Zachman Nort Jakarta can maximize function in the supervision and control of fish resources.

Order in fish sales are focused on the second formulation of the above will have an impact on increasing revenue and fishery production in the region OFP Nizam Zachman Nort Jakarta.

Build Environment of Business at the Port

Businesses that are in the neighborhood around the port plays an important role in kelencaran entire fishing activities in the harbor. Efforts in the wake could include either:

1. Provider for the purposes of shipping into the sea,
2. fish distribution in business,
3. Workshop
4. Fresh fish market, and others. the business under control by Fisherman coorporation. It is done for the development of OFP Nizam Zachman Nort Jakarta and as the step to reach the fishermen welfare society.
5. Increasing and stabilizing fuel supply.

Fuel oil is an important factor in driving fisheries deploying directly or indirectly. Ship movement and all the equipment that was in the ship with fuel, especially diesel. Emptiness supplies and fuel instability will be a hedge in the fishery production.

Noted Fishermen sometimes a shortage of fuel in North Jakarta. There are several causes is a tanker which is often not scheduled properly, technical delays from transportation, misuse of subsidized fuel and others.

Some things to resolve an issue with the fuel, among others:

1. Recommend to Pertamina about adding a total capacity of fuel/diesel
2. Adding Capacity diesel oil refueling fishermen OFP Nizam Zachman Nort Jakarta;
3. Looking for alternative energy sources/diesel fuel, such as bio diesel which is already available.

CONCLUSION

In conclusion, the analysis of management strategies Ocean Fishery Port Nizam Zachman Nort Jakarta, among others:

1. SWOT analysis is a tool that is used to identify strengths, opportunities, weaknesses and threats. By knowing these things a leader can determine a strategic direction organisisasi. The identification of SWOT in Ocean Fishery Port Nizam Zachman Jakarta include:

   (i) **Strength:** Potential fish resources, a safe harbor from waves, government support, total area of Ocean Fishery Port, Distance local and international markets, development is not limited.

(ii) **Weaknesses:** The quality of human resources, facilities Ocean Fishery Port Nizam Zachman Nort Jakarta, the auction system, security, sanitation, quality fish

(iii) **Opportunities:** Distribution, Consumption, Increasing the income of fishermen, improving the quality of fish, supporting business

(iv) **Threats:** Fuel Oil , Weather, Season fish, illegal fishing, Technology.

2. Based on the variable strengths and weaknesses of the internal environment analysis Ocean Fishery Port Nizam Zachman Nort Jakarta then obtained a total IFAS matrix variable force (1.6088) is greater than the weakness (1.4204), so it can be said that in the management of Ocean Fishery Port Nizam Zachman Nort Jakarta variable strength more influential than the variable weakness. and Matrix EFAS From the above it can be seen the total score variable opportunities (1.3256) is greater than the threat (1.0164) can disimpulakn also Ocean Fishery Port Nizam Zachman Nort Jakarta management opportunities more influential variables compared with a variable threat.

3. From the analysis of the SWOT matrix in getting the results, lead to the Ocean Fishery Port Nizam Zachman Nort Jakarta to SO strategy (Streght-Opportunities) harnesses the power of Ocean Fishery Port Nizam Zachman Nort Jakarta owned and the amount of available business opportunities, among other things:

   (i) increase the production of fish,

   (ii) supporting business menbangun port and

   (iii) market segmentation.

4. The results of the analysis of grand strategy positioning matrix Ocean Fishery Port Nizam Zachman Nort Jakarta quadrant, with a value axis $x = 0.0669$ and $y = 0.3628$. This analysis supports the policy of aggressive growth (growth-oriented strategy)

5. Analysis of the strategic factors internal and external to produce eleven strategies were then analyzed by QSPM, among others:

   1. Meningkatakatkan fisheries production with the highest number of values that appeal 7.0676

   2. Develop market segmentation by 6,8285

   3. Controlling the sale of fish outside PPS Nizam Zachman Jakarta at 5.9142

   4. mebangun supporting businesses at 5.7300

   5. Stabilize and increase fuel supply support at 5.6312

   6. Imports of fish 5.5071

7. in cooperation with third parties 5.0699

8. optimization of cold storadge at 4.9280

9. improving fisheries technology at 4.4646

10. closing of Ocean Fishery Port at 3.1823

11. Improve the quality of human resources 2.1683

6. From the analysis of several matrices and QSPM the fishery harbor Beaches in getting the formulation, among others:

1. Meningkatakatkan fisheries production,

2. market segmentation,

3. Control of fish sales Ocean Fishery Port Nizam Zachman Nort Jakarta,

4. Establishing a business in the neighborhood ports,

5. The increase and stabilize the supply of fuel.

Suggestion

1. In determining the issue of growing should be done with stakehoulder approach more rigorous and objective so that the issues in getting more appropriate to the condition of the real state.

2. Vision and mission is that in the first set by the organization containing the expectations and objectives to be achieved organization. This can easily be achieved when penaggung know the organization responsible internal and external factors that influence it. After knowing these factors, the manager should reconsider the vision and mission are made so that organizational goals easily achievable

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