

Strategic Directions in Marketing and Planning of Natural Gas Sales at PT Perusahaan Gas Negara (PGN)

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Abstract:

Natural gas is currently not only used for transportation and households, but has entered the world of industry. Currently, PGN and Pertamina are working along to improve gas infrastructure that is more efficient with maximum standards. PGN understands the needs and satisfaction of Customers throughout the natural gas supply chain to get optimal added value for all customer segments, the company provides products and services tailored to the needs of customers ranging from Residential and Small Businesses, Commercial and Industrial (Business) Customers and Transportation Customers. PGN develops through the development and rotation of the national economy. The company's business is aimed at creating good value for the internal company, stakeholders, to the nation and the wider community. Currently PGN's business is able to improve the quality of life from the use of gas which is more efficient and efficient compared to fuel oil. Economic value is also obtained from various empowerment and community development programs. With professional qualifications for business partners based on qualification standards and specifications, service standards, and time standards for the supply of goods and or services, which are based on clean, transparent, and mutually beneficial business ethics. The company conducts periodic evaluations to ensure the quality of cooperation contracts carried out with goods or services obtained in accordance with the requirements and specifications at competitive prices and on time. With the number 99% of current PGN customers are the household customer segment, using SWOT and Five Forces Porter Model, writer wants to analyze marketing strategy, to know if PGN's can increase more number by analyze the opportunities, expand the possibilities segmentation, adjusting price by creating competitive marketing strategic.

Keywords —Strategic marketing, planning, natural gas sales, SWOT, Forces Porter Model, target Market.

I. INTRODUCTION

Indonesia is a developing country that's wealthy in natural resources. Gas is one among the biggest natural resources within the world besides coal and petroleum. At the start gas wasn't used as an energy supply, because of the difficulty in transportation. In Indonesia, gas energy is extremely influential within the economic trade in Indonesia, both in producing foreign exchange and supplying domestic energy needs. Natural gas is currently not only used for transportation and households, but has

entered the world of industry. PT Perusahaan Gas Negara is a natural gas energy company that focuses on providing flexible infrastructure to balance domestic gas production, natural gas imports and exports. Currently, PGN and Pertamina are working along to improve gas infrastructure that is more efficient with maximum standards. New government regulations encourage investment in the energy sector, prevent energy crises, and strengthen the energy industry. Gas sub-holding is an important part of integrating national energy infrastructure, connecting natural gas producers to

natural gas end users. In Asia, the price of gas produced by PGN is still competitive, compared to the price of gas in Malaysia and Singapore that are sponsored by the authorities. Based on information from energy institutions such as of Woodmack (2018) and Morgan Stanley (2016), the worth of gas production in Indonesia is far not up to in Singapore and China. In 2018, the development of PGN was considered good amid the pressures of world economic conditions that are currently unstable. Growth in 2018 most increase because of rising demand from the power generation, food & beverage industry and others. From year 2016 until now PGN is still focused in the Business to Business (B2B) market, because it does not yet have intense product competition. Then, PGN began to enter the digital realm, which not only focused on marketing, but also accountability and transparency in all business processes, until PGN began to enter the Business to Customer (B2C) domain, then products were transformed from generic products to customized products. Therefore, starting in 2018 PGN has made new contracts that provide justice for customers.

II. LITERATURE REVIEW

A. Company Strategic

The corporation's strategy is a plan or manner for the organization to hold out the organization's operations to be able to achieve the targets set through the corporation (Thompson et al., 2010). With the establishment of a strategic agency, it is able to create loyal Human Resources and be able to compete with other companies, because every time the unit is able to function the enterprise well with a purpose to form first-rate performance. The employer's strategy company the business enterprise's overall performance in reaching its desires and the corporate culture as the identity of the business enterprise in give birth to employees the PGN cluster so that they end up folks that can support the enterprise in reaching its dreams. At present, PGN has developed results and its cultural values need to be harmonized in management and

SINERGI PGN could be a very important and absolute element to do. One of the targets for accomplishing the outside and internal evaluation is to keep away from the danger of a strategic drift. A strategic drift occurs when strategies continue to fail to address the strategic position of the company and therefore performance deteriorates (Johnson and Scholes 2006). The external environment is known as the macro-environment. It consists of extensive environmental elements with a view to affect enterprises at numerous levels. It is essential to do not forget the capacity impacts of external elements on human or female enterprises (Johnson et al, 2006, P65). The evaluation on enterprise and competitor surroundings is crucial for organizations, because it is far useful for managers to understand the competitive forces performing on and between the corporations in the same industry (Johnson et al., 2006, p77). Internal analysis affords a useful approach to set up the connections among PGN's sources and abilities (inner strengths), and how this is used to create a fee for the customer. The internal evaluation can also help to choose out the restrictions within PGN's operations (Johnson et al, 2006). The primarily based resource view of a company suggests that the sustainable aggressive gain associated with superior performance of an enterprise is determined by the help of its distinct abilities i.E.resources and competences (Johnson et al, 2008).

Thompson, Strickland and Gamble (2007) say that in developing strategies you have to answer the question 'how to':

1. developing business
2. satisfy customers
3. set the competition strategy
4. face changes in market conditions
5. manage every aspect of the business functionally, as well as develop competencies and abilities
6. achieving strategic and financial company goals

B. Strategic Business partner

The company's strategy is to range the company's performance in achieving the company's target goals, so that all PGN group employees must support the company to achieve its goals. Facing business competition is none other than the field of marketing that is developing so rapidly. Human Capital Management was born to provide competent human resources, to support the achievement of company targets and promote the values of the company's strategy. As a strategic business partner, Human Capital Management is expected to be able to contribute to the achievement of company performance, because this role is a responsibility for the development of a company. Human Capital Management is expected to become a strategic partner that is capable of being a business partner and has special abilities in achieving business sequences, as well as providing a great view, support and influence on the development of a company. So as a Human Capital Management Strategic Business Partner is expected to become a strategic partner for management in formulating and implementing business strategies in order to align company values with the goals, vision and mission to be achieved in the company.

According to Setyo (2002) and Jayaweera (2015) argued that a person's performance is strongly influenced by variables related to work, including stressful thoughts such as conflicts when working or not working. Meanwhile, according to Handayani (2015), the combination of ability, opportunity and business can be assessed from the results of one's performance. The efforts and abilities made in dealing with environmental situations, can affect one's individual performance (Setyo, 2016). Some understanding expressed by Setyo (2017) that a person's performance can measure the results of work targets achieved. Then, with the performance can give its own appreciation for someone who has done work based on functions and activities in a certain period of time. Mangkunegara (2011. p. 67) said that a person's performance can be divided into five factors,

namely quality of work, quantity of work, responsibilities, cooperation and initiative.

C. Marketing Aspects

In the opinion of Dyson et al (2007), states that the strategic development process is a management process that informs, shapes, and supports strategic choices faced by a corporation. The term strategic development process is based on three main issues namely:

1. Strategy formulation and implementation are business activities that can't be separated by organizations that are concerned continuously, then the idea of development is based on central thinking.
2. Strategic planning that is widely used on average has not been implemented by some companies with settled plans, five to ten years, who think about the future.
3. Strategic management illustrates the emphasis that must be placed on reflective engagement and analytical questions that characterize the recommended approach.

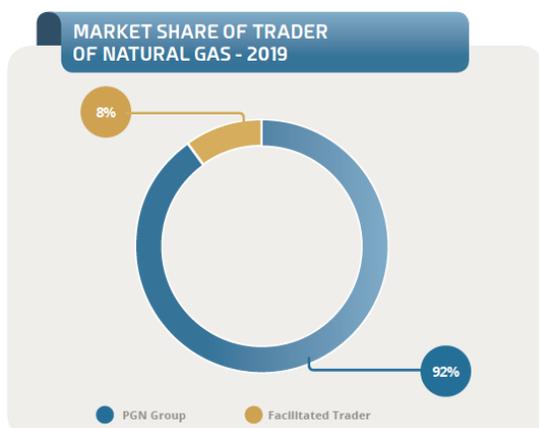
PGN customers are one of the important factors in the continuity of PGN's business through the purchase of products and services they offer. In purchasing these products and services with the PGN360 degree tagline, the PGN Group chooses to improve service quality in meeting the needs of customers who are not only satisfying in natural gas sales. PGN regards customers as PGN's main partners in developing business in the future. Based on these ideas, PGN carries out superior operational management and created various investments to achieve superior product & service to ensure the satisfaction of its customers. Customer journey is a step taken by PGN in an effort to listen, try and contact customers in line with the concept of customer experience, in order to obtain information that can be followed up as an area for improvement tailored to customer needs and expectations.

1. Market Share

Several strategic steps have been prepared by the company to capture business

opportunities and develop businesses throughout the natural gas business chain in Indonesia. As the company's role as Subholding Gas, the direction of future management is to strengthen the company's business in the field of natural gas management. A number of initiatives to dominate the natural gas market have been launched, not only strengthening domestic market share but also leading to international markets.

IMAGE I
MARKET SHARE OF TRADER PF NATURAL GAS



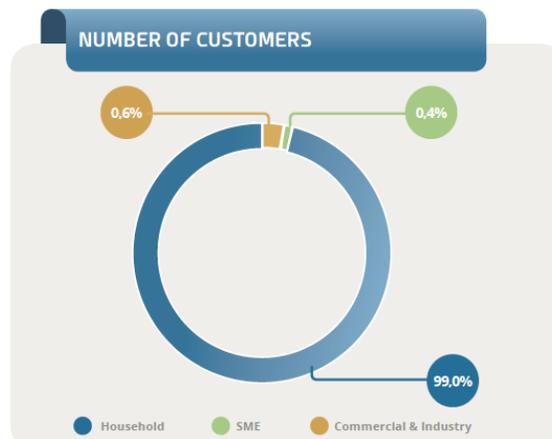
SOURCE: ANNUAL REPORT PGAS 2019

2. Consumer Segmentation

The number of PGN customers is currently dominated by the household customer segment by 99% of the whole natural gas customers. However, based on the volume of natural gas distribution to customers, the commercial-industrial customer segment has the largest portion of natural gas distribution. The commercial - industrial customer segment absorbs natural gas from PGN natural gas distribution. The need for natural gas in each customer is influenced by the kind and capacity of production equipment owned by the customer. PGN supplies natural gas to households, small customers and commercial-industrial customers. The increase in the number of services to natural

gas customers shows PGN's commitment in expanding domestic natural gas services.

IMAGE II
NUMBER OF CUSTOMERS



SOURCE: ANNUAL REPORT PGAS 2019

IMAGE III
CUSTOMERS COMPOSITION IN 2018-2019

Customers	2019		2018		Δ%
	Customers	%	Customers	%	
Households	393,453	99	322,073	99	22
Small Users	1,566	0	1,470	0	7
Commerce - Industry	2,455	1	2,374	1	3
Total	397,474	100	325,917	100	18

SOURCE: ANNUAL REPORT PGAS 2019

3. Natural Gas Price Adjustment

The adjustment of PGN's natural gas selling price is influenced by changes in the purchase price of natural gas, the cost of transporting natural gas from transporters, market dynamics, global economic conditions and changes in regulations from the government. Government regulations make the selling price of natural gas in natural gas trading business activities will be regulated. In the context of implementing regulations concerning the selling price of natural gas through pipelines, PGN has also reported that the gas price adjustment of PT Perusahaan Gas Negara Tbk for Industrial

commercial Customers should be postponed. Because the company is still conducting intensive discussions with the government regarding the implementation plan adjustment of the selling price of natural gas in the industrial sector. Meanwhile for the household sector, the government through BPH Migas has set regulations regarding the selling price of natural gas city or regency for the segment of household customers and small Customers.

4. Natural Gas Sales Price Competitiveness

As see on the above graphic displaying a comparison between fuel and gas prices, it can be concluded that, based on history and realization, PGN gas price is more competitive than oil by products. When crude oil price skyrocketed to more than USD55/ bbl, the price of PGN natural gas was more competitive than fuel prices, especially diesel fuel (High Speed Diesel/HSD), marine fuel oil 180, or other byproducts. As gas price was likely more stable, the HSD and MFO prices fluctuated with the crude oil price. The steadier gas price help customers to prepare production plan and calculation of operating cost.

D. Marketing Strategic

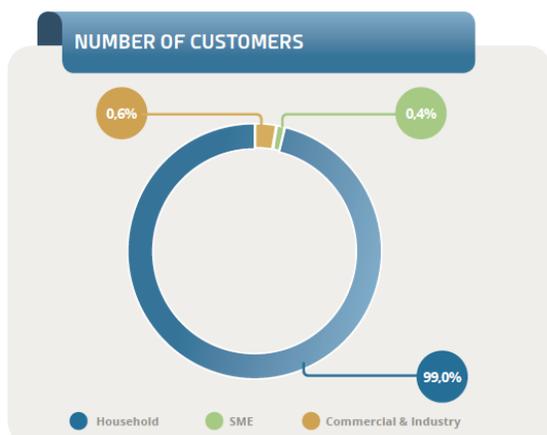
According to Thompson, Strickland and Gamble (2007), there are two main aspects why strategy is important in business organizations. The first aspect is related to strategy, that management proactively needs to arrange how the organization's business will run, because good strategies need to be clearly thought through management aspects to run the business in the direction of competitive advantage, so that strategies to satisfy customers and improve financial performance can run stably. Then the second aspect, that the company must focus on strategies that tend to be a strong main role compared with company management who view the strategy as a second priority and position other things as priority. Effective strategy implementation and formulation can have a very significant positive impact on the growth of return on investment.

PGN consistently moves towards the customer concept central to understand Customers better by emphasizing the concept of customer focus, customer experience and experiential marketing. Depart from understanding the next customer experience poured with the fulfillment of needs and expectations customer-based (customer needs and expectation) the use of technology is a form of innovation PGN services in order to increase satisfaction (customer satisfaction) and customer engagement (customer engagement). Client focus encourages PGN to continue to provide precision services with customer needs in accordance with the characteristics of each customer segments and industrial sectors.

E. Strategic Marketing Planning

Kim and Mauborgne (2005) agree with Mintzberg that states that companies need to develop in checking out market area that has not been exploited by other industrial competitors, the aim is to compete in surpassing those who are within these limits. Therefore strategic thinking is to question the standing in an innovative way in developing product offerings, to provide these

IMAGE IV
PGN'S NATURAL GAS SALES PRICE COMPETITIVENESS
COMPARED WITH OTHER FUELS



SOURCE: ANNUAL REPORT PGAS 2019

offers to target markets by creating sustainable competitive blessings in the process. In the opinion of Ohmae (1982) in creating competitive advantage are:

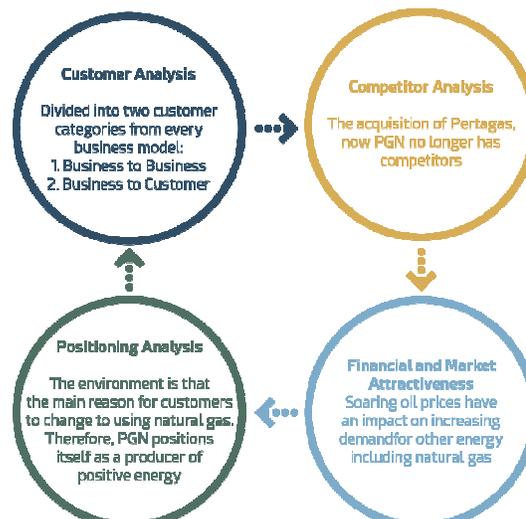
"About a business strategy, what distinguishes it is that all other types of business planning must achieve competitive advantage. Without a competitor, the strategy is not needed, because the purpose of strategic planning is to enable the company to get as efficient as possible an advantage over its competitors. The company's strategy is an effort to change the company's strength relative to its competitors in an efficient manner. "

The development of promoting methods is considered important to attain the company's goals in positioning products and services, places, prices and promotions. The marketing strategy plan consists of implementation, management and planning, if the planning is created as effectively as possible then it is certain that it will achieve quite high success. In addition, the Implementation plan places more emphasis on who, where and when the destination will be marketed. Implementation, scheduling and development will be the marketing policies in the marketing strategy procedures.

F. Marketing Segments and Positioning

Based on the source of Civ-Toronto (2012), planning strategy is a process in developing and maintaining a capability needed by companies that have the opportunity to change marketing strategies. Market Segmentation PGN Business to Business and Business to Customer, determination of PGN's Market Position Companies that are able to maximize natural gas and are environmentally friendly in the industrial, electricity, transportation, commercial and household sectors.

IMAGE V
STRATEGIC ANALYSIS OF MARKET SEGMENT



Customer loyalty is related to attitude behavior, when a loyal customer, he will show a loyal buying behavior from time to time to make some selections. Meanwhile, according to Oliver (1996: 204), customer loyalty is very committed to buy back or protect products consistently, despite the situational influence and marketing efforts that have the potential to cause switching behavior. Hierarchically, strategy has three levels, specifically company, business and purposeful (Pearce and Robinson, 2009). at intervals the marketing aspect of PGN, customers ought to enter into business agreements with gas prices determined supported several factors also as, the acquisition value of gas, gas transportation prices, consumer shopping for power and so the value of alternative energy.

III. METHODOLOGY OF RESEARCH

A. SWOT Analysis

PGN's Marketing Strategy refers to the corporate culture of Excellent Service, which means prioritizing satisfaction both internal and external customers by providing the best service. SWOT Analysis is a tool used for strategic planning and strategic management in organizations. It can be used effectively to build organizational strategy and

competitive strategy. In accordance with the System Approach, organizations are wholes that are in interaction with their environments and consist of various sub-systems. In this sense, an organization exists in two environments, one being in itself and the other being outside. It is a necessity to analyse these environments for strategic management practices. This process of examining the organization and its environment is termed SWOT Analysis.

IMAGE VI
 SWOT ANALYSIS

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
<ul style="list-style-type: none"> • Things your company does well • Qualities that separate you from your competitors • Internal resources such as skilled, knowledgeable staff • Tangible assets such as intellectual property, capital, proprietary technologies etc. 	<ul style="list-style-type: none"> • Things your company lacks • Things your competitors do better than you • Resource limitations • Unclear unique selling proposition 	<ul style="list-style-type: none"> • Underserved markets for specific products • Few competitors in your area • Emerging need for your products or services • Press/media coverage of your company 	<ul style="list-style-type: none"> • Emerging competitors • Changing regulatory environment • Negative press/ media coverage • Changing customer attitudes toward your company

SOURCE: [HTTPS://WWW.WORDSTREAM.COM/BLOG/WS/2017/12/20/SWOT-ANALYSIS](https://www.wordstream.com/blog/ws/2017/12/20/swot-analysis)

According to ArdiViryawan, Made Astawan, Kirbrandoko in the journal PT Perusahaan Gas Negara (Persero) Tbk Strategic Development Facing Natural Gas Business Competition in Indonesia, (2016: 68), concluded that in determining the corporate strategy used by PGN is a descriptive descriptive research method and a SWOT analysis method. The findings show that the competitive strategy adopted by PGN is to strengthen core business and market development, backward integration, diversify business, create value-added strategies, and work with stakeholders. So it can be assumed that the opportunity or strategy going forward is still to have a threat by the competition of other competitors.

Internal factor analysis

It is noted that some factors determinant the success that influence the development of PGN are:

1. Strengths

- a. To possess business within the value chain of natural gas;
- b. To possess massive and vast unfold assets and infrastructure;
- c. Organizational structure are accommodates businesses on the natural gas price chain;
- d. Ability to induce loan;
- e. Domination of capability in running infrastructure comes.

2. Weaknesses

- a. Section of infrastructure business is restricted margin;
- b. Unintegrated and no synergistic assets and infrastructures;

External factor analysis

Some key factors as chance and threat are as follows:

1. Opportunities

- a. Increasing potential market of natural gas;
- b. Competitive buying value of PGN natural gas;
- c. The acquisition of the competition to forestall competition and to enhance the potential.

2. Threats

- a. Steer policy and determination of gas allocation;
- b. Lack of natural gas supply;
- c. Competitions are ready to take over market.

Strategy Alternatives with TOWS Matrix

From the analysis results of the mixture of internal and external factors through TOWS matrix, the strategi alternatives of PGN development are as follows:

1. Thus Strategy (Strengths-Opportunities)

The strategy resulted from the mixture of managing the strength of PGN and utilizing the chance is:

- a. Strategy SO1: Building reliable and property infrastructure
- b. Strategy SO2: rising human resources capability, technology, innovation, and knowledge technology that specialize in the longer term.

2. WO Strategy (Weaknesses-Opportunities)

Strategy resulted from the mixture of utilizing the chance and overcome the weakness of PGN is:

- a. Strategy WO: rising the answer of business domination based mostly energy within the entire price chain of natural gas.

3. ST Strategy (Strength-Threat)

The strategies that result from the mix of managing PGN's strength and anticipating threats are:

- a. ST1 Strategy: Increase reliable and competitive supply through the dominance of gas independent.
- b. ST2 Strategy: Develop regulatory management and improve collaboration with stakeholders.

4. WT (Weaknesses-Threats) Strategy

The strategies resulting from the mixture of overcoming weaknesses and anticipating PGN threats are:

- a. WT Strategy: Running a business that is competent, synergistic with an international perspective.

B. Porter's Five Forces Model

Porter's five Forces Model is a business strategy used to conduct an analysis of an industrial structure. The analysis is based on five competitive forces, namely:

1. Entry of Competitors. how easy or difficult for new competitors to start competing with existing industries.
2. Threat of substitute products or services. an easy way to enter a product or service that can

be an alternative to an existing product or service, especially those made at a lower cost.

3. Bargaining power of buyers. how strong the position of the buyer. the buyer has the power to determine where he will conduct the transaction.
4. Bargaining power of suppliers. how strong the seller's position. Are there many suppliers or only a few suppliers, they may monopolize the supply of goods.
5. Competition between existing players. how strong is the competition between existing players. Is there a player who is very dominant or all the same.

IMAGE VII
PORTER'S FIVE FORCES MODEL



Benefits of the five Forces Porter Model:

1. This model could be a powerful tool for competitive analysis at the business level
2. Provides helpful input for conducting SWOT Analysis

Porter's five Forces Model is one in every of the foremost often employed in business methods. This model has been wide used on varied occasions. This Porter model is incredibly sturdy each from among and out of doors the business. Let's discuss the items that have an effect on these five forces:

1. The threat of a replacement challenger depends on:
 - a. Economies of scale
 - b. Capital for investment
 - c. Access to distribution

- d. Access to technology
 - e. Complete loyalty, whether or not the client is loyal to a specific complete
 - f. Government laws
2. The threat of products, substitute services depends on:
- a. Quality, is the quality of the replacement higher or not
 - b. The need of consumers to change to substitute service product
 - c. Value and performance of substitute service product
 - d. Prices for switch to substitute service product. Is it simple to alter to a different product.
3. Talks power of the customer, depends on:
- a. Concentration from consumers, is there a dominant purchaser or variety of sellers.
 - b. Differentiation of the merchandise, whether or not the merchandise is customary or not
 - c. Customer profit
 - d. Quality of business and services
 - e. Value transfer, however simple is that the purchaser to modify to a different provider
4. The negotiation power of a provider depends on:
- a. Concentration from suppliers, Are several consumers and few suppliers
 - b. Brand, whether or not the supplier's whole is powerful
 - c. Provider profit
 - d. Suppliers enter the business, for instance makers managing their own stores
 - e. Consumers don't move to different suppliers
 - f. Quality of products and services
 - g. Price transfer, however simple is that the provider to search out new customers
5. Competition among existing players depends on:
- a. The structure of the competition, competition are going to be a lot of

- intense if there are several little industries or have a similar size between competitors. Conversely, if the trade already encompasses a market leader, there'll be less competition
- b. The structure of prices within the business. Industries that have high prices will encourage competitors to provide cheaper product and services
 - c. The degree of product differentiation. Industries whose product are commodities can typically have massive competition
 - d. Transfer of prices. Competition can decrease if the customer has switched to high prices
 - e. Strategic objectives, If competitors pursue growth sharply, competition are going to be even bigger
 - f. Once barriers to effort the business are higher the competition are going to be even bigger

IV. CONCLUSIONS

Based on the above data it can be concluded that, the marketing strategy that must first be carried out is to develop regulatory management and increase collaboration with stakeholders. Then, to run a competent business needs to work together with human resources, to produce innovation and high innovation to focus on the company's target going forward. In addition, PGN needs to be active in communicating with customers so that revenue for the company continues to run. Because for now PGN is still the company's market leader in the natural gas field, PGN needs to pay attention to the supply of natural gas so that customer needs are guaranteed. PGN needs to make a new breakthrough in finding a broad target market, by creating a natural gas infrastructure sector that includes industrial, commercial, household, property and power plant areas. Infrastructure area development needs to consider the economic growth around the area.

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