

Defend ID's Strategic Management to be in The Top 50 Defence Global Company: SWOT Analysis of PT Dahana

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Abstract

A Defence SOE Holding was formed called Defence Industry Indonesia (Defend ID) and PT Dahana (Persero) is one of the 4 (four) companies incorporated in this holding. To achieve Defend ID's target of becoming a Top 50 Defence Global Company, PT Dahana implements strategic management to increase its competitiveness and become a major player in the global defence industry. PT Dahana faces strategic challenges in the defence industry both at the internal, national and global levels. This research article uses a qualitative method with a SWOT (Strengths, Weaknesses, Opportunities and Threats) framework, with the aim of obtaining a systematic assessment of PT Dahana's internal and external strategic factors. The research results obtained are that PT Dahana can utilize its strengths to overcome weaknesses and threats and take advantage of existing opportunities. By continuously strengthening strategies and innovations, PT Dahana is expected to continue to maintain and improve its position in the future.

Keywords: *Strategic Management, Defence Industry, SWOT Analysis, Defend ID*

INTRODUCTION

The Defence SOE Holding was established under the name Defence Industry Indonesia (Defend ID) and PT Dahana (Persero) is one of the 4 (four) companies incorporated in this holding with PT Len Industri (Persero) appointed as the Chairman of the Defence Industry SOE Holding Acceleration Team. PT Dahana's involvement in the defence industry SOE holding must be a leap to transform, build a strong and modern defence industry ecosystem, and form a strong and independent defence SOE industry, which is able to compete and dominate the domestic market and be counted in the international market.

In achieving Defend ID's target to become a Top 50 Defence Global Company, PT Dahana implements strategic management to increase its competitiveness and become a major player in the global defence industry. According to Fred R. David (2009: 5) strategic management is the art and knowledge of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. Meanwhile, according to Wheelen and Hunger (2003: 4) strategic management is a series of managerial decisions and actions that determine the company's performance in the long term.

PT Dahana's collaboration with Defend ID in 2022 signifies significant progress in enhancing technological expertise in research and development programs in the defence industry (Hasim, 2022). This partnership not only aims to strengthen the defence industry but also to expand market reach by working with defence industries from other countries to increase sales and revenue. Furthermore, Hasim, in the research 'State defence empowerment in realising the fulfilment of Minimum Essential Force (MEF) by the domestic defence industry' explained that PT Dahana's commitment to using high quality raw materials and components, as well as adhering to strict production standards, ensures the maintenance of the best explosives and special explosives products.

In addition, PT Dahana's operations are supported by key regulations such as Law No. 16 of 2012, Government Regulation No. 5 of 2022, and Minister of Defence Regulation No. 36 of 2012, which provide guidelines for licensing, supervision, and control of the explosives industry. However, despite these advances, PT Dahana faces strategic challenges in the defence industry that need to be overcome to achieve its goal of becoming one of the Top 50 Global Defence Companies. These challenges include technology mastery, market competition, and strategic management.

The cooperation aspect can address the challenges of the defence industry to improve PT Dahana's strategic management in Defend ID. One relevant study by Wicaksono (2022) explores the effectiveness of defence cooperation policies, explaining how government policies influence national defence collaboration, both at home and abroad. Understanding the policy framework that guides defence cooperation can provide valuable insights into the strategic landscape in which PT Dahana operates as a member of Defend ID.

In addition, the analysis by Surahman (2024) focusing on Indonesia's defence industry independence and challenges in defence budget allocation can provide a valuable perspective on the broader industry context and specific hurdles faced by key players such as PT Dahana. By examining the strategic challenges faced by the defence industry as a whole, PT Dahana can gain a more comprehensive view of the obstacles that need to be overcome to achieve its global aspirations.

With the things mentioned earlier, there are several points that become the focus of this research, namely what are the strategic challenges faced by PT Dahana in the defence industry and how PT Dahana improves its strategic management as a member of Defend ID to answer the challenges and achieve the goal of entering the Top 50 Defence Global Company. The purpose of this study is to analyse PT Dahana's strategic management as a member of Defend ID and propose possible solutions based on theoretical framework and empirical evidence.

RESEARCH METHODS

Research will be successful if performed in an appropriate manner. If approached in the right way, it is expected that this research will produce objective results. Therefore, this research uses a qualitative method approach. According to Sugiyono (2019), qualitative research, based on the philosophy of postpositivism, is used to investigate natural object conditions (as opposed to experiments). According to Corbin and Strauss (2015: 5), a qualitative approach is a research method in which researchers participate with informants who provide data when collecting and analyzing data. In this study, secondary data was obtained from companies or other related sources. Secondary data is available and formed in the form of evidence, records or historical reports that have been arranged / archived, whether published or not. This data source is more as statistics or data that has been processed in such a way that it is ready for use in statistics, usually available from government offices, data service bureaus, private companies or other agencies related to data use. (Moehar, 2002: 113). In the context of research, data analysis can be interpreted as an activity of discussing and understanding data in order to find meaning, interpretation and certain conclusions from all data in the study. Data analysis can also be interpreted as the process of addressing data, sorting and processing it into a systematic and meaningful arrangement. (Ibrahim, 2015). SWOT analysis will be used to summarize and analyze the data obtained.

RESULT AND DISCUSSION

Under Government Regulation No. 5 of 2022 on the Establishment of a Defence Industry SOE Holding, PT Dahana received several benefits from the establishment of the holding. The results of synergy and collaboration between defence SOEs increase PT Dahana's production capacity by utilizing resources and production facilities from other defence SOEs. PT Dahana has a large enough production capacity to meet the needs of the TNI and the global market. PT Dahana built a new factory in Tasikmalaya which has a production capacity of 2,000 tons/year of emulsion explosives, 3 million tons/year of non-electric explosives, 1.5 million tons/year of detonators, 500 tons/year of rocket munitions, 1,000 tons/year of artillery munitions, and 100,000 tons/year of small arms munitions.



Figure 1. Defence Explosives
(Source: PT Dahana, 2022)

The figure above represents the need for commercial explosives, PT Dahana also provides explosives for defence purposes and other related services with the support of the Energetic Material Center. In order to serve these needs, the production of propellants for large and small munitions, rockets, PETN and other explosives such as Blast Effect bomb, P-100L, P-250L, P-500L, Dayagel Sivor, Dayagel Military, and R-Han 122B Rocket Launcher Vehicle which are members of the national rocket consortium and their rocket launcher vehicles are currently being prepared.

Table 1. Comparison of 5 (five) of Book Years

Comparison of 5 (five) of Book Years							
No	Description	Unit	2018	2019	2020	2021	2022
1	Current Year Profit	Billion Rp	133,96	74,10	122,92	25,17	260,70
2	Key Performance Indicator	Score	92,02	88,84	87,19	82,93	90,44
3	Current Ratio	%	145,75	157,92	165,09	173,54	192,16
4	Inventory Circulation	Day	64	62	55	68	70
5	Ratio of Equity to Assets	%	43,88	48,99	51,81	51,67	43,31

(Source: PT Dahana, 2022)

Apart from the perceived benefits (referring to Table 1), PT Dahana must comply with the policies and rules set by Defend ID which may reduce PT Dahana's autonomy in decision making. Increased coordination and administration costs if the integration and synergy process between defence SOEs does not run effectively. Increased internal competition among defence SOEs as PT Dahana must compete with other defence SOEs for contracts from the TNI and the global market.

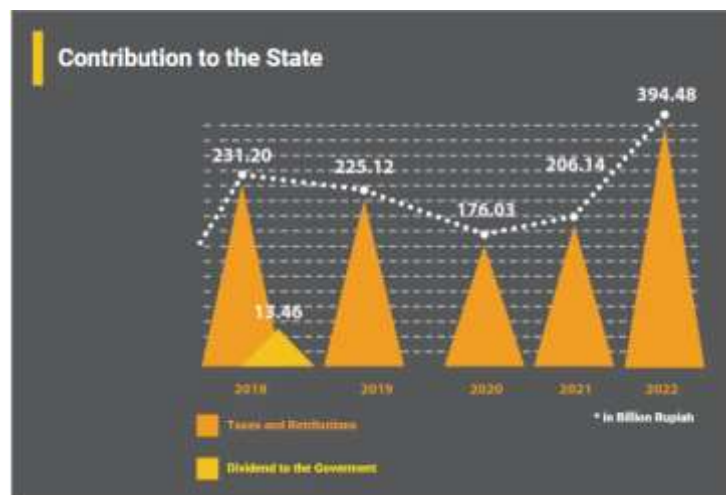


Figure 2. Contribution to the state
 (Source: PT Dahana, 2022)

Echoing the statement of Indonesian President Joko Widodo who said that Indonesia needs to immediately build the independence of the domestic defence industry. Jokowi also wants international cooperation to be strengthened while innovating for the development of Indonesia's defence industry. Defend ID has a target to become a Top 50 Defence Global Company in 2024 where in 2021, PT Len Industri (Persero) managed to earn Rp. 4.78 trillion in operating revenue, up 57% from the previous year. PT DI, PT Pindad, PT PAL, and PT Dahana also reported revenue for the 2021 financial year, which when added together with PT Len Industri (Persero) Defend ID earned IDR 15.97 trillion, consolidated EBITDA of IDR 1.49 trillion, consolidated current year profit of IDR 36 billion, and total consolidated assets of IDR 40.96 trillion.

SWOT Analysis of PT Dahana

SWOT analysis is one of the analysis methods that can be used by businesses, companies, or government agencies to determine the strengths and weaknesses of the company. Organizations that have used this analysis should set goals and take logical actions afterwards. The assessment variables are known as SWOT, where S stands for strengths and development potential, W stands for weaknesses, meaning development problems and challenges faced, O stands for opportunities, meaning development opportunities that can be obtained, and T stands for threats, which are external factors that affect development. SWOT aims to know the position of a company or organization compared to its competitors, or to know how far we are in our own environment by analyzing the internal and external conditions of the organization. In other words, in strategic management, SWOT analysis is an idea that emphasizes the importance of assessing the internal and external environment and future trends of change and progress before embarking on a strategy. The logic behind this analysis allows for maximizing strengths and opportunities while minimizing weaknesses and threats. The technique was created by Albert Humphrey, who led a research project at Stanford University in the 1960s and 1970s using data from Fortune 500 companies (Gunawan, 2013).

PT Dahana, a member of Defend ID, utilizes SWOT analysis to help its leaders make informed decisions, create useful strategies, and improve operational efficiency and readiness. SWOT analysis in the defence industry, both national and international, makes it possible to determine which areas need improvement, organize the necessary resources, and create a plan of action to address problems. It is a valuable tool for defence companies to optimize performance and strategic decision-making.

This research method is needed to find out how the strategic management of PT Dahana as a member of Defend ID to enter the Top 50 Defence Industry, so that the existing strength base can increase its competitiveness in the global defence industry. Effective and efficient implementation is also expected to make PT Dahana a major player in the global defence industry. To handle and find the components and factors that are the main problems in the SWOT analysis in this study are addressed in the following table:

Table 2. SWOT Analysis of PT Dahana

SWOT ANALYSIS	POSITIVE	NEGATIVE
INTERNAL FACTORS	Strengths: 1. Proficient technology 2. Guaranteed product quality 3. Competitive price 4. Large market potential	Weaknesses: 1. Limited production capacity 2. Dependence on export market 3. Influence of regulation
EXTERNAL FACTORS	Opportunities: Increased defence budget Growth of global defence industry Cooperation with other defence SOEs	Threats: Competition from the global defence industry Global Geopolitical Developments Regulatory changes

(Source: Processed by the author)

Positive Side**Strengths**

PT Dahana has qualified technology in the field of explosives and special explosives. This is supported by continuous research and development programs. PT Dahana's commitment to produce high quality explosives and special explosives products. It is also supported by the implementation of strict production standards. PT Dahana offers competitive prices for its explosives and special explosives products.

PT Dahana's SM Legal and Communication, Juli Jajuli stated that the value of Domestic Content Level (TKDN) in PT Dahana's products is increasing. He conveyed this in a Media Gathering activity with Subang journalists, Wednesday, April 12, 2023. In the Inventory List of Domestic Production Goods/Services belonging to P3DN (Increased Use of Domestic Products), PT Dahana's products have obtained TKDN certificates and some are in the process of certification for the process of updating the TKDN value of these products. Some products that have been certified have very high TKDN values such as Dayagel Seismic 55%, Dabex 73%, Bomb P Series 82%, and DANFO 87%. PT Dahana's commercial products with high TKDN such as Dayagel Seismic (55%) are water-in-oil emulsion explosives used in oil and gas exploration. Two of PT Dahana's explosives, Dabex (73%) and DANFO (87%), are used by mining entrepreneurs, construction project holders, and quarries throughout Indonesia. The advantage of this product is the ideal explosive power and can be changed as needed. P Series bombs have 82% TKDN. This bomb can be used on the Sukhoi fighter aircraft of the Indonesian Air Force. In addition, the local content of detonator products has been increased by PT Dahana, and during the process of completing the ammonium nitrate plant, there will be more explosive products with TKDN above 50% in the future.

The products of explosives production, in addition to domestic consumption, are also exported to foreign countries. The export of explosives to Australia began in March 2019 with 37.5 tons in 3 containers, the second export to Australia was carried out in September 2019 with 86 tons in 8 containers, and the current third export is 215 tons in 20 containers. PT Dahana made another shipment of its explosive products to Johnex Explosives in Australia on April 23, 2020, 215 tons of 32mm x 700mm Emulsion Cartridge Emulsion packed in 20 containers departed from PT Dahana's Energetic Material Center (EMC).

PT Dahana has also worked with Timor Leste since 2013, exporting bombs for Polícia Nacional de Timor-Leste (PNTL). Dayagel Sivor explosives were used to burn the remnants of World War II and the East Timor conflict. Then in cooperation with local company Incanto Weste Unipessoal LDA for a blasting project, explosives have been shipped to Timor Leste for the project three times, with each shipment of eleven containers with a contract worth 420,000 USD.

Opportunities

The Indonesian government has increased the defence budget. This opens up opportunities for PT Dahana to obtain contracts from the Indonesian National Army (TNI). The defence industry is expected to grow significantly in the coming years. There will be more opportunities for PT Dahana to expand its export market as well. The establishment of Defend ID can encourage cooperation between PT Dahana and other defence SOEs. This can increase PT Dahana's production capacity and competitiveness.

The defence sector has received considerable attention from the government from year to year, at least since 2019. The budget of the Indonesian Ministry of Defense is one of the largest allocations from the state budget and tends to increase as presented in the graph below.

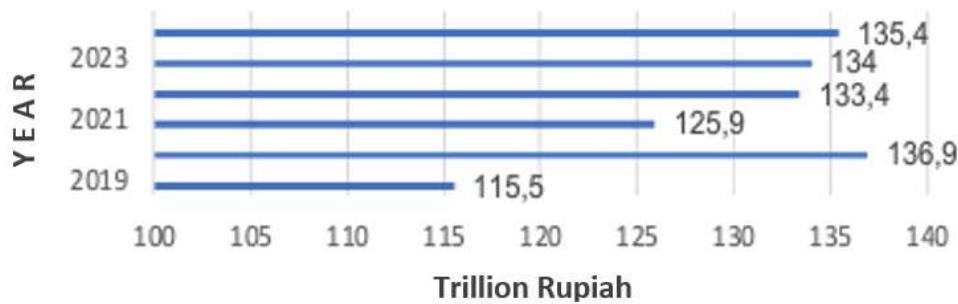


Figure 3. 2019-2014 Defence Budget Chart
 (Source: Aulia Fitri, 2023)

Based on Figure 3, it can be seen that Indonesia's defence budget experienced a significant upward trend from 2019 to 2020, although it had decreased in 2021 due to budget refocusing during the Covid-19 pandemic. From 2022 to 2024, the defence budget sourced from the state budget continues to increase. In 2024, the defence budget allocation experienced a significant increase. The 2024 Draft State Budget previously allocated the Ministry of Defense budget of IDR 135.4 trillion. In its development, at the end of November 2023, the government agreed to add IDR 61.58 trillion to the defence budget sourced from foreign loans.

In the long term, the government has implemented a Minimum Essential Force (MEF) policy that is multiyear and divided into three strategic plans to realize the minimum basic strength of the main components of national defence. In detail, the achievements of defence equipment modernization in the MEF program can be seen in the table below.

Table 3. MEF Strategic Plan (Renstra) 2010-2024

Strategic Plan (Renstra)	Target	Achievement
MEF I (2010-2014)	57,24%	54, 97%
MEF II (2015-2019)	75,54%	63,19%
MEF III (2020-2024)	100%	Not yet calculated

(Source: Ministry of Defense, 2022)

Looking at Table 3, MEF is currently entering strategic plan III (2020-2024). The total achievement of the TNI MEF in Strategic Plan II (2015-2019) is 63.19% with a physical achievement target of 75.54%, there is still a considerable difference at 12.35%. However, the consistent increase in the defence budget in recent years has not been able to accommodate the modernization of TNI's defence equipment. This shows that there are still limitations in the fulfillment of defence equipment to support the country's defence posture. The government's decision to increase the defence budget can be seen as an effort to meet the target of completing the MEF program by 2024.

The Ministry of SOEs and Defend ID signed several cooperation contracts. These include a procurement and MRO contract for the modernization of 12 units of C130 aircraft between PT Dirgantara Indonesia and the Ministry of Defense. In addition, there is an MRO contract for the modernization and upgrading of 41 units of TNI-AL warships, which is valued at 1.1 billion USD. The signed cooperation contracts show the progress of DEFEND ID after becoming a holding. This allows all members of the defence industry to work together to fulfill the central government's promise.

PT Len Industri (Persero) as the parent of Defend ID reported operating income for the 2021 financial year of IDR 4.78 trillion, up 57% from the previous year. PT DI, PT Pindad, PT PAL, and PT Dahana also reported revenues. When combined with PT Len Industri (Persero), Defend ID earned IDR 15.97 trillion, consolidated EBITDA of IDR 1.49 trillion, consolidated profit for the year of IDR 36 billion, and consolidated total assets of IDR 40.96 trillion.

Negative Side

Weaknesses

Apart from the suboptimal governance of Indonesia's defence economy, governance (bureaucracy) and politics at the domestic and international levels also present their own challenges. As has been described by experts such as Richard Bitzinger, the defence industry in developing countries still needs affirmative policies from the government in order to survive and carry out technological innovation. One of the affirmative policies needed to support the development of the national defence industry is through the issuance of government preference regulations for procuring national defence industry products over imports.

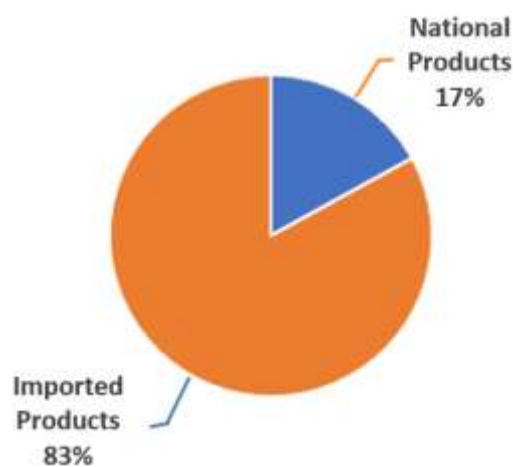


Figure 4. 2010-2019 The contribution of the national defence industry
Source: Aulia Fitri, 2023.

The Indonesian government already has regulations that require the purchase of domestically produced defence technology. This obligation has been made since the issuance of Law No. 16/2012 on Defence Industry. Although the affirmative policy has been in place for more than 10 years, its practice is still not optimal. As evidence (see Figure 4), the contribution of the national defence industry in the procurement of weapons technology in the 2010-2019 period was only 17%. Related to affirmative policies towards the national defence industry, the government sets standards for defence industry products to be categorized as domestic production. The standards are compiled by the government in Government Regulation (PP) Number 29 of 2018. The regulation states that weapons technology categorized as domestic products are products that have a TKDN value of $\geq 25\%$. In addition, the government requires a combined TKDN value and Company Benefit Weight (BMP) for domestic products of $\geq 40\%$. The standards set by the government are not beneficial for the development of the national defence industry. The reason is that the TKDN of the majority of defence technology produced by the national defence industry has not reached $\geq 25\%$. The regulation invalidates goods produced by the defence industry that have TKDN below 25%. Because the TKDN value has not reached the standard, defence technology that is actually produced domestically is not included in the procurement priority list and must compete with products made by foreign defence industries.

Facing these conditions, regulations related to the Increased Use of Domestic Products (P3DN) and TKDN have indeed existed for a long time, such as in the Regulation of the Minister of Industry (Permenperin) Number 16 of 2011 concerning Provisions and Procedures for Calculating TKDN. The preparation of the regulation did not estimate the speed of technological development as it is currently felt. As a result, some components of the calculation are very outdated and have the potential to burden the industry. Therefore, it was conveyed that since 2022 the Ministry of Industry is preparing a P3DN road map and TKDN policy so that later it becomes more selective and the policy can adjust to the times.

Threats

Apart from being caused by governance (bureaucracy), the challenges faced by the national defence industry in this aspect are also caused by world geopolitical conditions. Referring to Maharani et al. (2023) geopolitical tensions that have occurred in the world in recent times have also had a negative impact on the defence industry, especially the national defence industry. As is well known, one of the strategies that has been implemented by the government to encourage capacity building in the defence industry is through technology transfer and offset schemes from foreign partners in every weapon technology procurement contract. In order for this strategy to produce optimal results, Indonesia must find foreign partners who are willing to provide appropriate technology transfer or offsets, whether from the United States, Russia, China or other countries.

However, as a result of the geopolitical tensions that occur, Indonesia cannot freely negotiate or procure weapons technology with just any country. This inability is due to the practice of coercive diplomacy carried out by the United States through the Countering America's Adversaries Through Sanctions Act (CAATSA). Through the CAATSA Act, the United States threatens to impose economic sanctions on parties that conduct arms technology purchase transactions with Russia. Indonesia felt the impact of the CAATSA Law in the case of the cancellation of the agreement to purchase the Russian-made 4.5 generation fighter jet, the Su-35.126 In fact, the agreement was accompanied by the practice of technology transfer and offset as well as trade rewards needed by Indonesia.

In addition to the difficulties for Indonesia to obtain optimal technology transfer or offset opportunities due to the CAATSA Law, geopolitical tensions also have another negative impact on efforts to integrate the national defence industry into the global arms supply chain. The reason is that the world arms market is experiencing a technology decoupling phenomenon. The separation of technology that occurs in the form of supply chain purification makes it difficult to develop the capacity of the national defence industry, especially in the global supply chain integration strategy. The national defence industry's strategic partner country options are limited. If Indonesia enters into a strategic partnership in the form of supply chain integration with the United States technology block, then the opportunity for Indonesia to have a similar relationship with the Russian or Chinese technology block will be closed, and vice versa. The challenges that Indonesia has to face as a result of world geopolitical competition are increasingly severe due to Indonesia's foreign policy choices. Indonesia has been known to practice a free-active foreign policy. The implementation of this free-active foreign policy principle is that Indonesia is not a member of any alliance. Although so far the implementation of the principle of free-active foreign policy has received support and appreciation, challenges will actually arise because defence industry cooperation, including the integration of the global arms supply chain, will be more likely to occur between countries in one alliance. The current world geopolitical competition also brings another disadvantage for Indonesia because the character of the world arms market is currently in a bull market condition. This bull market condition in the arms market occurs when threat perception is high and causes demand for defence industry products to increase. Increased demand causes the seller to have strong bargaining power, while the buyer

has weak bargaining power. This condition is certainly a disadvantage for a country like Indonesia that relies on cooperation with foreign defence industries in an effort to build the capacity of the national defence industry. Indonesia does not have enough bargaining power to negotiate in the aspect of technology transfer or offset with foreign partners.

CONCLUSION

One of PT Dahana's main strengths is its integrated production capabilities, from raw materials to finished products. This enables the company to meet market needs quickly and efficiently. In addition, PT Dahana also has competent and well-trained human resources, as well as modern and sophisticated infrastructure. By utilizing these strengths, PT Dahana has succeeded in building a reputation as a trusted explosives manufacturer at the global level. Nevertheless, PT Dahana also has several weaknesses that must be overcome. One of them is the dependence on the domestic market, which is still the main source of the company's revenue. This poses a risk in the event of a decline in demand in the domestic market. In addition, PT Dahana also faces stiff competition from foreign companies that have long been operating in the global defence market. Added to this are the bureaucratic and political variables that must be met so as to implement existing regulations in order to at least guarantee the fulfillment of the objectives for the future development of the national defence industry.

By capitalizing on opportunities, PT Dahana has conducted a careful SWOT analysis. The company utilizes its strengths to overcome weaknesses and take advantage of opportunities. One of the strategies taken is product diversification, by expanding the products offered to enter new markets. In addition, PT Dahana also increased cooperation with foreign companies to develop international markets. The increase in the defence budget is one of the opportunities that must be maximized in order to take steps to improve the quality of the defence industry. Of course, by improving good relations and cooperation with other SOEs that are both engaged in the trade industry.

In facing threats PT Dahana must be able to position itself as a strong player in the global defence market. In terms of governance and regulation, PT Dahana collaborates with the government to commit to creating progressive economic conditions to guarantee the sustainability of defence industry development. In addition, the changing global geopolitical situation seeks to provide comfort to defence industry players, one of which is through long-term contract guarantees. If it can be realized, the leap that is presented can be maximized so that it can continue to provide improvements to the defence innovation ecosystem. By continuing to strengthen strategies and innovations, PT Dahana is expected to continue to maintain and improve its position in the future.

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