

ANALYSIS OF GROWTH STRATEGY AT WULING MOTORS MAKASSAR AS A RESPONSE TO FACING ECONOMIC GLOBALIZATION CHALLENGES

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ABSTRACT

Growth Strategy Analysis at the Wuling Motors Kumala Makassar Company as a Response to Facing the Challenges of Economic Globalization, is a research to get an overview of the company's internal strengths, market opportunities, company potential based on internal and external factors, as well appropriate growth strategies for carried out in operating the company. The aim of this research is to determine the company's response to facing the challenges of economic globalization that occur in Indonesia, especially in the automotive market segment in the marketing area of South Sulawesi, and Indonesia in general. This research method uses a qualitative approach, where the theoretical basis used refers to the opinions of several experts, in the form of books, journals, articles and other scientific writings related to this research. The data analysis used in this research is SWOT analysis (Rangkuti, Freddy. 2006. "SWOT Analysis Technique for Dissecting Business Cases: Reorienting Strategic Planning Concepts to Face the 21st Century"). From this research, the results obtained show that the Wuling Motors Kumala Makassar company is currently in a major strength with large market opportunities, where the company's current position is also showing good growth. Based on this, the Wuling Motors Kumala Makassar company can implement an intensive growth strategy with differentiation, namely selling the latest Wuling car products, both in terms of technology, models and cheap prices offered as one of the responses to challenges of globalization economy in Indonesia.

KEYWORDS

Wuling Motors Kumala, SWOT analysis, growth strategy, economic globalization



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INTRODUCTION

Globalization can be defined as the process in which technology, ideas, information, and lifestyles of people become global and influence various fields, including the economic sector. According to Crain (2023), economic globalization is the blending and interdependence of world markets through trade movements and technology. Economic globalization in the current economic sector arises due to the rapid development of information in all activities related to production, marketing, as well as science and technology. According to Nadia (2022), economic globalization is the phenomenon of economic integration and the emergence of international economic interdependence, both at the local, regional, and even national levels through intensive movements of technology products, goods, services, and capital. Economic globalization is also closely related to the phenomenon of free trade, which seeks to eliminate various barriers to trade in the international arena.

A series of barriers are usually caused by excessively high export and/or import tariffs, resulting in non-competitive prices for goods. Alongside the current development of economic globalization, which is increasingly widespread across various sectors, it provides an opportunity for the automotive industry to leverage open opportunities. Initiating business development in the Indonesian automotive segment is certainly not an easy task; it requires significant investment capital, efficient and effective management, as well as strategies in conducting business to respond to the challenges and opportunities in this sector so that the company's performance can achieve the planned targets (Dian Asmahani, 2023).

Economic globalization in the automotive sector can be seen from the increasing number of car brands circulating in Indonesia. One of them is the Wuling Motor Factory. According to Nathan Sun, Vice President of Wuling Motors, at the Indonesia International Motor Show (IIMS) 2023, he stated that: "The presence of Wuling Motors in Indonesia is evidence of our seriousness in developing the automotive industry, marked by the construction of a factory on a 60-hectare land located in the Greenland International Industrial Center (GIIC), Cikarang, West Java. The factory has been under construction since August 2015. This is our first breakthrough, and within less than two years, the factory was completed and began operations on July 11, 2017. Wuling Motors factory is capable of producing up to 120,000 units of vehicles annually and has created 3,000 job opportunities for the people in Indonesia. Their first car in the low MPV segment is the Wuling Confero series. This product quickly made waves in the Indonesian family car market. This Wuling model offers a number of advantages packaged at an affordable price."

Furthermore, quoted from Ferlindungan (2020), it is stated that the MPV segment, or family cars, are still the favorites of Indonesian and ASEAN societies in general. Seeing this, Wuling responded to the needs of the community and the challenges of economic globalization in the automotive sector through the presence of the Wuling Confero series. The car, also known as Wuling Hongguang in China, quickly managed to compete with Daihatsu Xenia, Honda Mobilio, Nissan Grand Livina, Toyota Avanza, and Mitsubishi Xpander. This achievement is undoubtedly due to the grand strategy designed by the Top Management Team (TMT) of Wuling Motors to compete in the global market.

According to Pamungkas (2024), Wuling Motors has become one of the successful brands in marketing electric cars in Indonesia. This is evidenced by the fantastic sales figures. Starting the competition in the electrification vehicle segment with the Wuling Air ev product, the manufacturer based in Cikarang immediately dominated the market. Its relatively affordable price, unique design, and the convenience it offers are some of the reasons why many consumers like this electric car. Even a year after its debut at GIIAS 2022, Wuling Air ev sales reached 13 thousand units. With this achievement, it is not surprising that Wuling dominates more than 50 percent of the market share in the electric vehicle segment. Furthermore, Pamungkas (2024) stated that in addition to good sales figures, Wuling Air ev also has an important role as the Official Car Partner in several major international events in Indonesia.

In November 2022, 300 units of Air ev were deployed during the G20 Summit in Bali to accompany the delegations from member countries and international organizations. Then, in May 2023, 50 units of Air ev participated in the Southeast Asia regional event, the ASEAN Summit 2023 in Labuan Bajo, East Nusa Tenggara (NTT). Subsequently, 150 units of Air ev were assigned again as the Official Car Partner for the ASEAN Summit 2023 in Jakarta on September 5-7, 2023. Now, the Wuling electric vehicle product range is expanding with the presence of the BinguoEV. At the beginning of its launch, Wuling BinguoEV sales were also very impressive. Thousands of units were ordered within a week after the launch. Once again, the unique design, affordable price, and tempting warranty offered are the reasons why this electric car is so popular. Both of these Wuling electric car products have been locally produced in Indonesia.

It is further mentioned that Wuling currently has 150 official dealer networks spread across Indonesia, and it has even expanded to the eastern part of Indonesia. All of these dealer networks are supported by experienced electric vehicle technicians and standardized equipment to ensure that every BinguoEV owner can rely on expert support in maintaining and caring for their electric vehicles. Not only that, Wuling also plans to expand the electric vehicle charging network equipped with fast charging facilities in Indonesia through strategic collaborations with three State-Owned Enterprises (SOEs), namely PLN Icon Plus, Bank Mandiri, and Telkomsel. The plan is to introduce fast charging facilities with the IEC BB format at 100 points across various regions of Indonesia by 2024 (Pamungkas, 2024).

The growth shown by Wuling Motors since its factory operation began in 2017 until now tends to be positive, with sales trends for various types and models of vehicles tending to increase. This can be seen from the increasing number of official sales dealerships opened and spread across Indonesia, even reaching the eastern part of Indonesia. In addition, its growth can also be seen from Wholesale sales data per year as shown in the figure below.

From the figure below, it can be seen that Wuling car sales from 2017 to 2023 tend to experience a significant increase. The decrease only occurred in 2020 due to the COVID-19 pandemic that hit the world, resulting in an impact on the global economic sector, leading to a decrease in purchasing power in almost all countries worldwide. A decrease in sales also occurred in 2023 leading up to the simultaneous

general elections in Indonesia, which will take place in February 2024, where financing allocations are assumed to be more prioritized for political expenses.

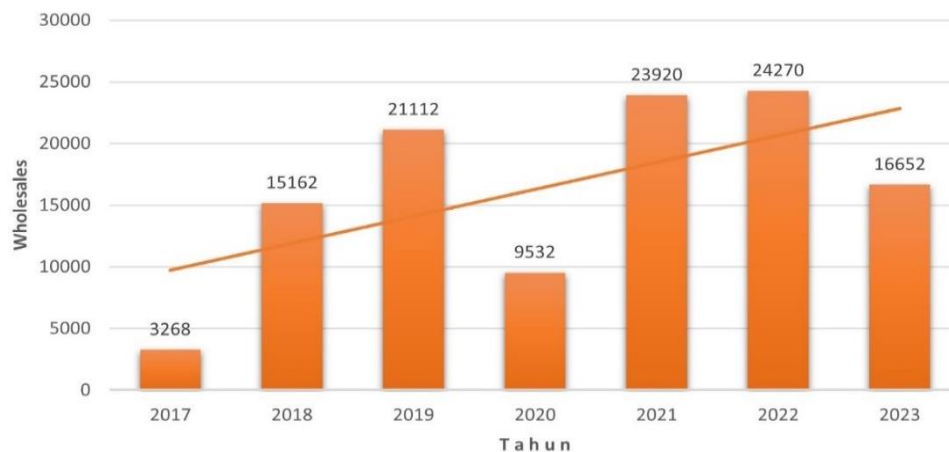


Figure 1. Wholesale Sales of Wuling Motors Indonesia

Source: Wuling Motors Makassar

The formulation of the research problem in this study covers several key aspects that need to be understood. Firstly, the internal and external factors affecting Wuling Motors Kumala Makassar in facing economic globalization in Indonesia. Secondly, the background or basis underlying this company's implementation of growth strategy as a response to the challenges of economic globalization. And thirdly, the growth strategy to be implemented by the company to overcome the challenges of economic globalization in Indonesia. This research aims to explore these factors and identify effective growth strategies. The research objectives include understanding the strategic position of Wuling Motors Kumala Makassar from the aspects of internal and external strengths and designing growth strategies that can be implemented. The benefits of this research are theoretical, providing a contribution to the development of knowledge, especially in Business Growth Strategy Management, and also practical, providing input for the management of Wuling Motors Indonesia in designing Growth Strategy policies that can improve the company's performance in facing the challenges of the global automotive market.

Based on the background outlined in the discussion above, the author is interested in researching and analyzing Wuling Motors' Growth Strategy using a SWOT analysis approach with the research title: "Analysis of Growth Strategy In Wuling Motors Company Makassar As A Response To Economic Globalization Challenges".

RESEARCH METHOD

This research uses a qualitative approach often referred to as naturalistic or ethnographic methods. This method prioritizes observation in natural settings and emphasizes qualitative descriptive analysis. Its aim is to describe phenomena or

research objects through social activities, attitudes, and perceptions of individuals or groups. This research was conducted at Wuling Motors Kumala Makassar and used a case study approach. The focus of the research is on understanding the company's growth strategy in facing economic globalization.

The research was carried out for 2 months, starting from February 2024 to March 2024. The research location was chosen based on the company's good sales growth in the competitive automotive market. The research subject is Wuling Motors Kumala Makassar, with key personnel as the main informants. The data used are primarily qualitative, including primary data obtained through direct interviews and secondary data obtained through literature review and internet searching.

Data collection techniques include library surveys, observation, interviews, documentation, and internet searching. Research instruments include questionnaires, laptops, mobile phones, writing tools, as well as relevant books and journals. Data validity is obtained through triangulation, data reduction, data presentation, and drawing conclusions. Data analysis uses the SWOT method to understand internal and external factors influencing the company's operational strategy. From this analysis, it is expected that the company's strategic position can be determined and appropriate growth strategies can be developed.

RESULT AND DISCUSSION

Internal Aspects of Wuling Motors Kumala Makassar

An overview of Wuling Motors Kumala Makassar is that the company has experienced rapid development from 2017 to 2023. Initially, Wuling only operated in Makassar and its surrounding areas, but over time, they expanded to other provinces in Indonesia. Wuling car sales also showed good growth nationally during this period.

This company is a subsidiary of the Kumala Group, which operates in the automotive sector, with a focus on sales, service, and spare parts for Wuling vehicles. The company's structure places Wuling Motors Kumala Makassar under the board of directors of the Kumala Group. The company's work culture combines market orientation with familial elements, emphasizing both competition and teamwork. The company's human resources have diverse backgrounds and skills, with stringent recruitment policies. Although data on the company's capital and assets are limited, field observations indicate that Wuling Motors Kumala Makassar has significant assets and capital to support their expansion and growth.

Customer service provided by the company aims to build trust and satisfaction among customers by offering attractive after-sales services and 24-hour customer assistance. Wuling Motors Kumala Makassar continues to innovate in the implementation of technology in their products, including hybrid technology, safety energy features, and digital features such as WIND (Wuling Indonesian Voice Command) and IoV (Internet of Vehicle). Overall, the company's growth is driven by effective growth strategies, a competitive yet collaborative work culture, diverse human resources, excellent customer service, and innovation in the application of technology in their products.

External Aspects of Wuling Motors Kumala Makassar

Car sales in Indonesia have decreased 4% from 2022 to 2023, according to data from the Association of Indonesian Automotive Industries (GAIKINDO). Despite this, brands under Astra still dominate the automotive market. Wuling Motors continues to maintain its position as one of the best-selling brands, with a market share of around 2.49%.

The government has issued several policies to support the development of electric vehicles, which could be an opportunity or threat for Wuling Motors. Cooperation with other companies, such as Telkomsel and PLN, has also been carried out to strengthen the electric vehicle ecosystem in Indonesia.

Companies must pay attention to the impact of currency exchange rates and inflation rates on the cost of production and selling prices of vehicles. Price stability and consumer satisfaction remain priorities. Public perception of electric vehicles and the Wuling brand is still a challenge that must continue to be faced. Market education and product innovation are needed to strengthen public trust and increase acceptance of Wuling cars.

Sales Growth of Wuling Motors Kumala Makassar

Wuling car sales carried out by Wuling Motors Kumala Makassar for the South Sulawesi area alone from year to year show good development. From the results of the documentation study obtained by the researchers, the average annual growth achieved from 2019 to 2023 is 12.02%, where the highest growth rate is in 2022 which is 16.61% compared to the previous year. This growth rate is an accumulation of all types of Wuling cars sold in the South Sulawesi area only. For more details, see figure 9 below.



Source: Wuling Motors Kumala Makassar

Figure 2. Sales of Wuling Motors Kumala Area Sul-Sel.

According to Wuling Motors Indonesia Brand & Marketing Director Dian Asmahani, "Wuling Motors Indonesia recorded car sales growth of 17% throughout 2022 compared to 2021. Total sales reached 30,037 units, while in 2021 it was only 25,564 units. Wuling car sales growth was driven by the three latest products introduced. Starting from the New Wuling Cortez in April, Air EV in August, and Almaz Hybrid in November 2022. 2022 is Wuling's highest car sales achievement in Indonesia since operating in 2017.

Research Data Analysis

Data Identification

Based on the information or data collected by researchers as explained in several sub-chapters above, variables were obtained that became internal and external indicators of Wuling Motors Kumala Makassar, namely as follows:

1. Internal Factors:

a) Strength Indicators:

- Many sales dealers/outlets.
- Roles and functions of each level of position are defined, and organizational structure is established.
- The company's work culture is market-oriented combined with a familial atmosphere.
- Has a large, professional, skilled, and experienced workforce.
- Has good business capital and assets.
- Pick Up & Drop Off customer assistance center provides 24-hour customer assistance.
- Long after-sales service.
- Application of technology in the products sold.

b) Weakness Indicators:

- Internal communication between company divisions is not optimally executed.
- Internal communication between management and employees still needs improvement.
- Implementation of Reward & Punishment does not meet a sense of fair distribution among company employees.
- Not all employees are familiar with and understand the company's vision and mission.
- Digital technology implemented in Wuling cars is not guaranteed to be operational in areas with blank spots.
- Career development and nurturing are not optimal.

2. External Factors

a) Opportunity Indicators:

- Developing market share.
- Product differentiation.

- Government policies regarding incentives for electric car manufacturers.
- Collaboration with Telkomsel.
- Collaboration with PLN.
- Positive public perception

b) Threat Indicators:

- Electricity charging infrastructure and electricity tariff regulations for electric vehicles.
- Compliance with technical provisions for electric vehicles and environmental protection.
- Exchange rate of Indonesian Rupiah against the US Dollar.
- High inflation rate.
- Low purchasing power of the public.
- Negative public perception.

Data Validation

The identified data were further validated using triangulation and reduction approaches and the results were as follows:

1. Internal Factors:

a) Strength Indicators:

- Many dealers/outlets.
- Has a large, professional, skilled, and experienced workforce.
- Has good business capital and assets.
- Pick Up & Drop Off customer assistance center provides 24-hour customer assistance.
- Long after-sales service.
- Application of technology in the products sold.

b) Weakness Indicators:

- Internal communication between company divisions is not optimally executed.
- Internal communication between management and employees still needs improvement.
- Implementation of Reward & Punishment does not meet a sense of fair distribution.
- Not all employees are familiar with and understand the company's vision and mission.
- Career development and nurturing are not optimal.

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- High inflation rate.
- Low purchasing power of the public.
- Negative public perception.

Data Presentation

Data that has been validated will then be presented in tabular form to make it easier to read and understand by researchers themselves and by others. The presentation of the data as referred to is as follows:

Table 1. Wuling Motors Kumala Internal Factor Indicator

| Indicator | Strength | Weakness |
|-----------------|--|---|
| Internal | • Multiple dealers/outlets | • Internal communication between company divisions has not been optimally carried out. |
| | • Have large, professional, skilled and experienced human resources | • Internal communication between leaders and employees still needs to be improved. |
| | • Have good working capital and assets. | • The application of <i>Reward & Punishment</i> has not fulfilled an even sense of justice. |
| | • <i>Pick Up & Drop Off customer assistance center 24 hour customer support service.</i> | • Not all employees know and understand the company's vision and mission. |
| | • <i>Long after-sales service.</i> | • Development and coaching of career paths are not optimal. |
| | • Apply technology to products sold | |

Source: Processed data

Table 2. Wuling Motors Kumala External Factor Indicator

| Indicator | Opportunity | Threat |
|------------------|---|--|
| Eksternal | <ul style="list-style-type: none"> • Develop market share. | <ul style="list-style-type: none"> • Electric charging infrastructure and electricity tariff arrangements for KBLBB. |
| | <ul style="list-style-type: none"> • Carry out product differentiation. | <ul style="list-style-type: none"> • Compliance with the technical provisions of KBLBB, as well as protection of the environment. |
| | <ul style="list-style-type: none"> • Government policy on providing incentives for electric car manufacturers. | <ul style="list-style-type: none"> • Exchange rate of rupiah to US dollar |
| | <ul style="list-style-type: none"> • Collaboration with Telkomsel | <ul style="list-style-type: none"> • High Imflation Rate. |
| | <ul style="list-style-type: none"> • Collaboration with PLN | <ul style="list-style-type: none"> • People's low purchasing power |
| | <ul style="list-style-type: none"> • Positive perception of society | <ul style="list-style-type: none"> • Negative perceptions of society |

Source: Processed data

SWOT Analysis

A. Determining the Indicator Rating

Before calculating the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS), criteria will first be made to measure how much influence an indicator has on Wuling Motors Kumala Makassar's growth strategy using a scale of 1 – 5, which is as follows:

Table 3. Rating Assessment Criteria

| Rating | Criterion |
|--------|---------------|
| 5 | Very Powerful |
| 4 | Strong |
| 3 | Medium |
| 2 | Small |
| 1 | Very Small |

Source: Processed data

To determine each indicator weight in the calculation of IFAS and EFAS, the following formula can be used:

$$\text{Weight} = \frac{\text{Rating}}{\text{Total rating}}$$

where; the total value of weights on IFAS and EFAS must not exceed 1 or exceed 100%. While the score value for each indicator in the IFAS and EFAS analysis can be calculated by the following formula:

$$\text{Score} = \text{Weight} \times \text{Rating}$$

B. Calculating IFAS and EFAS Values

Using the rating assessment criteria in the table above, and the weight and score calculation formula, IFAS can be analyzed as shown in the table below

Tabel 4. Internal Factor Analysis Summary (IFAS)

| Strength Indicator | Weight | Rating | Score |
|---|-----------------|---------------|--------------|
| Multiple dealers/outlets | 0,097826 | 4,50 | 0,44 |
| Have large, professional, skilled and experienced human resources | 0,089130 | 4,10 | 0,37 |
| Have good working capital and assets. | 0,093478 | 4,30 | 0,40 |
| <i>Pick Up & Drop Off</i> customer assistance center 24 hour customer support service. | 0,095652 | 4,40 | 0,42 |
| Long <i>after-sales service</i> . | 0,095652 | 4,40 | 0,42 |
| Apply technology to products sold | 0,086957 | 4,00 | 0,35 |
| Sub Total Strength | | | 2,40 |
| Weakness Indicator | | | |
| Internal communication between company divisions has not been optimally carried out. | 0,076087 | 3,50 | 0,27 |
| Internal communication between leaders and employees still needs to be improved. | 0,076087 | 3,50 | 0,27 |
| The application of <i>Reward & Punishment</i> has not fulfilled an even sense of justice. | 0,084783 | 3,90 | 0,33 |
| Not all employees know and understand the company's vision and mission. | 0,102174 | 4,70 | 0,48 |
| Development and coaching of career paths are not optimal. | 0,102174 | 4,70 | 0,48 |
| Sub Total Weakness | 1,000000 | 46,00 | 1,82 |
| Grand Total | | | 4,22 |

Tabel 5. External Factor Analysis Summary (EFAS)

| Opportunity Indicator | Weight | Rating | Score |
|---|---------------|---------------|--------------|
| Develop market share. | 0,093750 | 4,50 | 0,42 |
| Carry out product differentiation. | 0,083333 | 4,00 | 0,33 |
| Government policy on providing incentives for electric car manufacturers. | 0,083333 | 4,00 | 0,33 |

| | | | |
|--|-----------------|--------------|-------------|
| Collaboration with Telkomsel | 0,093750 | 4,50 | 0,42 |
| Collaboration with PLN | 0,083333 | 4,00 | 0,33 |
| Positive perception of society | 0,093750 | 4,50 | 0,42 |
| Sub Total Opportunity | | | 2,27 |
| Threat Indicator | | | |
| Electric charging infrastructure and electricity tariff arrangements for KBLBB. | 0,083333 | 4,00 | 0,33 |
| Compliance with the technical provisions of KBLBB, as well as protection of the environment. | 0,083333 | 4,00 | 0,33 |
| Exchange rate of rupiah to US dollar | 0,072917 | 3,50 | 0,26 |
| High Imflation Rate. | 0,072917 | 3,50 | 0,26 |
| People's low purchasing power | 0,072917 | 3,50 | 0,26 |
| Negative perceptions of society | 0,083333 | 4,00 | 0,33 |
| Sub Total Threat | 1,000000 | 48,00 | 1,77 |
| Grand Total | | | 4,03 |

Source: Processed data

SWOT analysis is used by researchers as an approach method to determine the company's strength from the internal aspect (IFAS), and find out the opportunities that the company has from the external aspect (EFAS). Related to this, the results of processed data to measure the company's strength factors according to the indicators and weaknesses owned, obtained an IFAS value of 4.22. According to Duarte (2008: 79), the results of the analysis which are in the range of values of 4.21 – 5.00 are included in the criteria of "Main Power". Thus, based on the results of the analysis in the table above, the IFAS value for Wuling Motors Kumala Makassar is in the range of that value, which is $4.21 < 4.22 > 5.00$, meaning that the strength of the Wuling Motors Kumala Makassar company is in the **Main Strength**.

Furthermore, in terms of external forces according to the results of processed data conducted by researchers using SWOT analysis, an EFAS value of 4.03 was obtained, where according to Duarte (2008: 79) the EFAS value which is in the range of values between 3.41 – 4.20 is included in the criteria for companies that have "Great Opportunities". Thus, the results of the EFAS analysis from the Wuling Motors Kumala Makassar company as seen in the table above, obtained a value of 4.03. This value falls within Duarte's criteria range, which is $3.41 < 4.03 > 4.20$. Based on the results of this analysis, the Wuling Motors Kumala Makassar company has a **great opportunity**.

C. IFAS and EFAS Matrices

In analyzing the growth strategy of Wuling Motors Kumala Makassar as a response in facing the challenges or threats of economic globalization that occur in Indonesia, researchers use the Rangkuti approach or method (2006: 42). This Rangkuti method uses a graphical method, where the IFAS and EFAS values obtained are substituted into a predetermined image to find out the company's position using IFAS and EFAS value variables, where IFAS is abscissa (X coordinate) and EFAS is ordinate (Y coordinate). The meeting point between IFAS and EFAS is a coordinate point that indicates the company's position. This Rangkuti graphic method has 9 cells or squares. Each box has a meaning or meaning that describes the company's current position. The meaning or meaning of each cell or box in the image with the Rangkuti graphic method (2006: 42), has been discussed in Chapter IV sub-discussion of Data Analysis Techniques.

Furthermore, the position of Wuling Motors Kumala Makassar using the graphic method from Rangkuti is as follows:

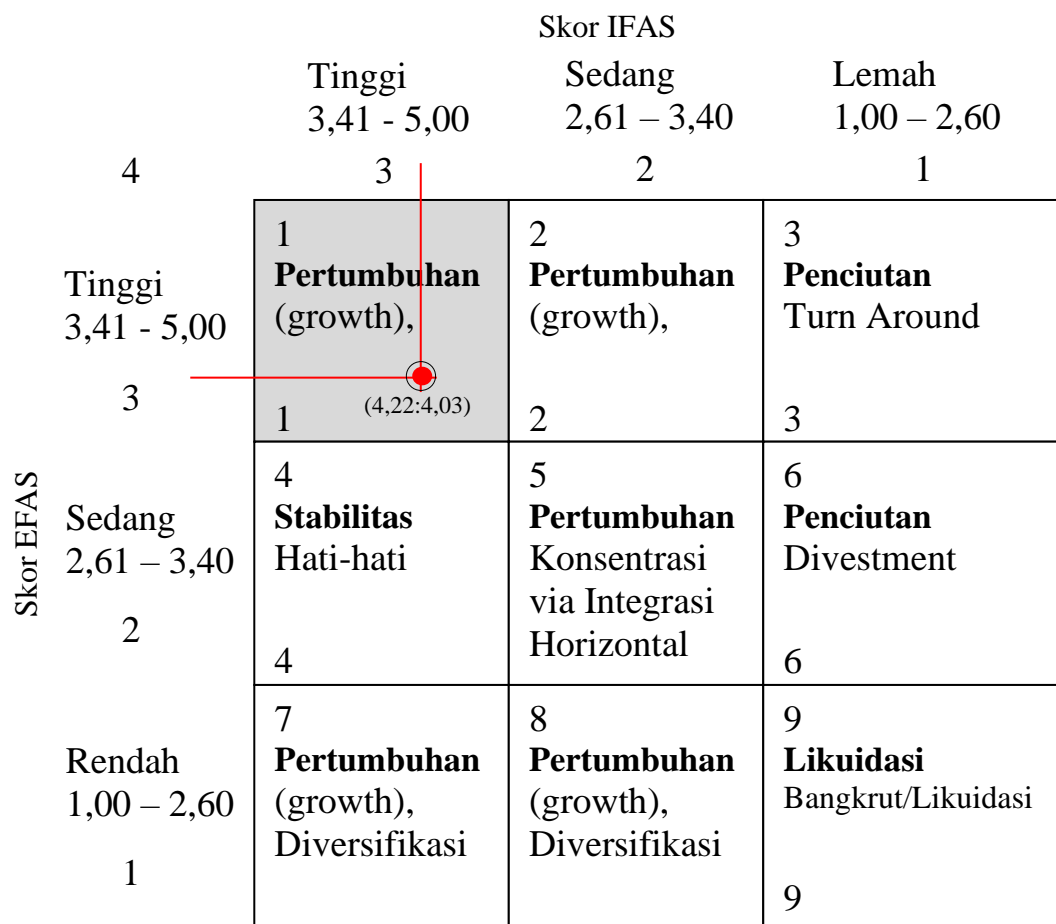


Figure 3. IFAS and EFAS (IE) matrices

In the matrix (IE) above, it can be seen that the position of Wuling Motors Kumala Makassar is in cell 1, meaning that Wuling Motors Kumala Makassar is in a good growth condition (*Growth Strategy*). According to Ansoff (in Serian Wijatno, 2009: 244) Wuling Motors Kumala Makassar company in carrying out company operations can implement an **Intensive Growth Strategy**, namely by increasing market penetration and promoting existing products to strengthen or maintain its position from competitors of the same product, as a response to face the challenges of economic globalization.

D. Questions and Answers to the Problem Statement

To answer the questions presented by researchers in the formulation of the problem, researchers can explain it as follows:

1. What are the internal and external factors of Wuling Motors Kumala Makassar in facing economic globalization in Indonesia?

Answer:

From the results of research conducted on Wuling Motor Kumala Makassar, researchers found that Wuling Motors Kumala Makassar has a good internal strength position (**Main Strength**), which has an IFAS value of 4.22. Where the IFAS value of Wuling Motor Makassar meets the criteria of Duarte (2008: 79, which is $4.21 < 4.22 > 5.00$). From the external aspect, Wuling Motors Kumala Makassar has a "**Big Opportunity**", where the EFAS value obtained is 4.03, then according to Duarte's criteria (2008: 79) the value is included in the range of "Big Opportunity" criteria, which is $3.41 < 4.03 > 4.20$.

2. What underlies Wuling Motors Kumala Makassar to implement a growth strategy in response to the challenges of economic globalization in Indonesia?

Answer:

According to the results of the study, Wuling Motors Kumala Makassar is included in the category of companies that have "growth" or good *growth*. This situation is supported by aspects of internal forces that are in the main force and external aspects with great opportunities. Thus, researchers argue that the Wuling Motors Kumala Makassar company has good enough potential to respond to the challenges of economic globalization in Indonesia.

3. What is the growth strategy that will be implemented by Wuling Motor Kumala Makassar to respond to the challenges of economic globalization that occur in Indonesia?

Answer:

Through this research, it was obtained that the growth strategy that can be taken by the Wuling Motors Kumala Makassar company as an effort to respond to the challenges of economic globalization in Indonesia is to implement the "**Intensive Growth Strategy**", namely by penetrating the market by selling Wuling car products that have advantages and are different from car products sold by competitors, or doing intense promotions to potential customers, Whether

regarding the price, quality of Wuling cars, or after-sales warranty provided by the manufacturer.

CONCLUSION

Based on the title of this research, as well as the study and analysis conducted by the researcher, several conclusions can be drawn that Wuling Motors Kumala Makassar has solid internal strengths to increase sales of Wuling cars and respond to the challenges of globalization in Indonesia. There is a significant opportunity to expand branch networks or outlets in South Sulawesi and other regions in response to economic globalization. The company is experiencing good growth, which can be used as leverage to enhance competitiveness against competitors. Intensive growth strategies, such as market penetration and massive promotion, can be used to attract consumer interest and increase sales. Recommendations to the company include preparation for expanding market networks, following the demand of the automotive market, conducting periodic customer satisfaction surveys, and investigating the influence of work culture, customer service, and vehicle branding on sales improvement. Limitations of the study include access to financial data and limited time for detailed interviews.

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