CORPORATE BUSINESSES STRATEGY OF SINGLE CUSTOMER

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Abstract

Model company relationship management most important,to improve the production system related to planning and delivery, online production information system, for internal and customers increase the number of sales from the previous year. Increase production capacity, quality of production machinery, and capital for financial rating. The conclusion that the strategy carried out is with the worst scenario, because it does not guarantee that a business will be sustainable, because even though single consumer. The novelty in article, most of approach riset strategy company have face more customer, whereas this article contains a study that is to a single customer with the characteristics of a Government Company, so Porter's theory of competitive strategy does not become relevant to this type of Kwh Meter business, whereas many companies are modeled as supplying to a single customer.

Keywords: single customer; SWOT analysis; analytic network process

INTRODUCTION

PT. PLN is one of the companies owned by the Indonesian republic government which has the responsibility of fulfilling electricity needs for the community and industry as well as other facilities. As the sole supplier of the government, PLN has a uniqueness in its business that is still dominant in determining specifications for its vendors in supporting electricity services such as: electrical substations, electricity transmission cables and one of them is an electricity meter in every home or PLN customer. kWh meter is a device that can measure and transmit energy consumption data, referred to as a smart electricity kWh meter. PLN has been using smart electricity meters since 2010, with a prepaid system. Customers need to pay in advance so that they can then use electricity, customers top up credit or credit on the kWh meter with a token system. kWh meters are equipped with STS encryption to carry out token communication, so that the kWh meter will know if the customer's credit or credit runs out, and immediately disconnect the customer's electrical energy. Since 2014, PLN has established a List of Selected Providers (DPT) for companies that want to make and supply smart electricity kWh meters to PLN, and DPT for prepaid kWH meters, totaling 7 companies. PLN sets the DPT so that the supply of kWH meter products is well maintained, and as a business certainty for the 7 companies, with kWh meter products that are only allowed to be sold to PT PLN Persero. With the DPT system, all prospective providers will be selected according to the requirements, and the DPT system allows a clear payment system for prospective providers. So the vendors of this company only have only one customer or Single customer or Manufacture For Utility (MFU) companies, generally companies that make products for utilities. in the form of state-owned companies that regulate energy and its utilization, for example, the utility that regulates electricity in Indonesia is PT PLN Persero. The products or services made are specific to PLN's requests and standards and are not allowed to be sold elsewhere. In other words, the company's customer is only 1 (one) customer (single), so it requires the right corporate and business strategy to avoid mistakes that cause losses.

Based on this data, there are 2 companies, namely PT A and PT F, which in 2022 cannot continue to provide kWH meter products to PT PLN, it is known because PT A cannot deliver finished goods or kWH meters according to the requested time in 2022 procurement, while PT F is due to problems with previously supplied products in 2021, so they are excluded from DPT. PT Hexing Technology, which is a manufacturer of smart electricity kWh meters - prepaid which has been used by utilities in Indonesia, namely the state electricity company (PLN), to find out and design a corporate strategy with a single customer, so that it can become a reference in order to avoid problems of failed supply as happened in 2 companies, namely PT. A and PT. F . (Porter, 1996) describes strategy in general terms, as "the creation of a unique and valuable position, involving a wide range of activities. If there were only one ideal position to be achieved, then according to Porter, there would be no need for strategy. The company would face only the simple obligation of winning the race to find and outpace others to achieve that ideal position." In fact, for Porter, the essence of strategic positioning is to choose various activities that are different from competitors. Competition in the business world cannot be avoided, for this reason, every effort is needed to always know, understand what is happening in the market, what customers want; and understand changes in the business environment so that they can compete with others. Therefore, efforts to understand what and how to manage various resources owned to win the competition and create a competitive advantage must always be created. This is the value created by a business to be able to continue to be utilized by customers in the form of a sustainable competitive advantage to meet customer demands and complaints about product quality, customer needs, procurement of new markets and continuous product innovation.(Kuncoro dan Suriani, 2018). The increasingly fierce competition and the more critical customer in choosing a product require companies to be more innovative in producing their products, the success of a product will affect its market performance, this is where a product will be considered by customer, whether the product has something different and competitive, compared to other competing products.(Racela, 2014) Every company that competes in an industry must have a competitive strategy, either explicitly or implicitly. Actually, competitive strategy is based on the development of a general formulation of how a business will face competition, what exactly are its goals, and what policies are needed to achieve these goals. Competitive strategy refers to the combination of the ultimate goal and the instruments (policies) that the company is capable of achieving (Zaini et al., 2014). In long-term competitive advantage, a company gains sustainable competitive advantage through its ability to develop a set of core competencies so that it can serve its target customers better than its competitors. Core competencies refer to a set of unique competencies developed in a company in its key areas, such as quality, customer service, team building innovation, flexibility, responsiveness so that it can outperform its competitors (Srivastava et al., 2013). According to Coulter, corporate strategy as a strategy that focuses on long-term and broad questions about what business an organization will enter and what it wants in the business, and in another definition according to Collis & Montgomery is a way of how companies create value through the configuration and coordination of their multi-market activities (Kuncoro, 2018). Vendors are important stakeholder of an organization (Donaldson & Preston, 1995), and vendor management is critical for the construction industry as any lapse in it leads to time and cost overruns. (Frooman,1999), (Sanjeev, et. Al., 2020) four classes of stakeholders influence project management strategies. Based on the resource dependency theory, the authors investigated four types of strategies . direct withholding stakeholders, indirect withholding, direct usage, and indirect usage. stakeholder classification and identification scheme, the stakeholders are considered as high priority stakeholders if they possess the above three attributes, low priority stakeholders if they possess two attributes and least priority ones if they possess one attribute. Non stakeholders possess none of the three attributes (Jawahar and McLaughlin, 2001). Previous studies have identified numerous types of industrial and business relationships. According to (Donaldson and Vallone,2002), understanding of value proposition is required for fostering a better relationship. The relationship marketing literature acknowledges the importance of long term relationships between customers and shareholders group. As all marketers understanding, the customer is the source of profitability, To clearly differentiate it self from competitors, marketers do not focus on how to improve the customer satisfaction, but they also try to form a customer loyalty so that it becomes the competitive advantage (Budiono Hardjono, Lai Pooi San, 2017). (Paul de Berger, 2002) Customers are assets that need to be maximised and their life cycle, so as to provide certainty and assurance in business sustainability, especially this single custome is an important factor for the company. The company's strategy will depend on market conditions, customerbehavior, where the market with products that are common needs of the community, will be oriented towards improving product quality, faced with perfect competition in order to compete. With the choice of many customer, especially many industries that need it, service, product quality, delivery are the main elements in competition, while the research is unique to a single customerand the product cannot be sold to other than PT PLN, so the company's strategy focuses on ensuring the number of orders and production schedules, as well as marketing to Customer Relationship Management (CRM), this is the basis for researchers as a novelty in corporate strategy. Corporate strategy

based on competitiveness criteria is needed, even though the business scheme for the company with a clear market or buyer, namely PT PLN, and a definite payment scheme, namely the DPT system, but there is fierce competition in the business scheme, so that if the company cannot provide more value based on competitiveness criteria, there will be a supply failure so that it will be eliminated.

METHOD

This research was conducted at PT Hexing Technology from December 2022 to August 2023. with the research area is the company's internal environment covering inbound logistics, outbound logistics, marketing and sales, operations and services, as well as corporate infrastructure, human resources management, technology development and procurement. And the company's external environment includes the micro environment (Industry competition, Threat of new entrants, Threat of substitute products/services, Bargaining power of suppliers, and Bargaining power of buyers), and the macro environment (political, economic, social, technological, environmental, and legal). Primary data is research data obtained directly from original sources and data collected to answer research questions. This primary data is collected for research needs. Primary data in this study are company profile data, company business and respondent identification which contains respondent data related to respondent identity such as company type, company scale and company business field. Secondary data is data that is a source of research data obtained by researchers indirectly through intermediaries (obtained and recorded by other parties). This data can be obtained through literature, journals, the internet and sources that support this research. In addition, secondary data is generally in the form of evidence, records or historical reports that have been arranged in published and unpublished archives (documentary data) which are useful as additional logical arguments. The secondary data obtained by researchers are company documents in the form of profiles and customer company data related to this research.

Expert Respondents in this study are the Deputy Director of the company, Factory Manager and Sales manager who are experienced in the field of operations and analysis of the company. Respondents were selected from the Sales & Marketing division, Production Division and Technology Division, these respondents are considered to know information about internal and external strategic factors and play a role in formulating marketing strategies and product planning and know the current condition of the company as a whole.

(Prind, 2017) The Analytic Network Process (ANP) method will be used to analyze the alternative strategies obtained from the swot analysis. Super Decisions ver 3.2.0 software will be used. The main model of the relationship between criteria, goals and alternatives is as follow are the five steps of ANP (Maede et. Al., 1999):

Step 1: Create a decision network hierarchy that shows the relationships between decision factors,
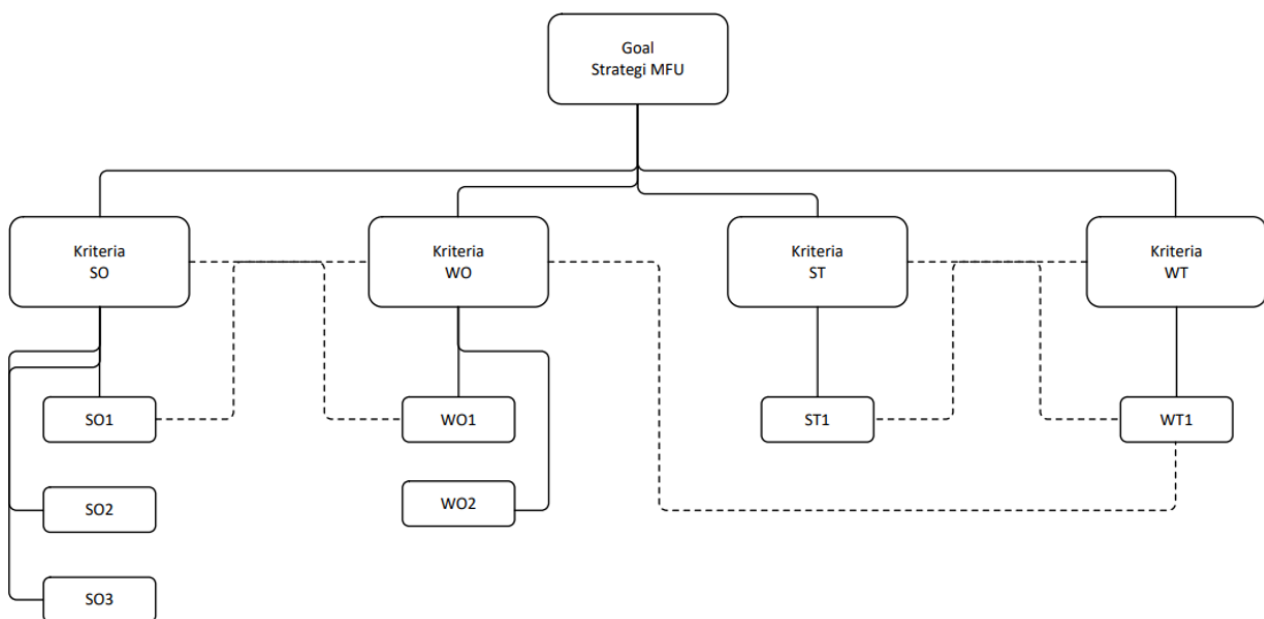

Figure 1. ANP Model Company Single Customer/MFU

Step 2: Create a pairwise comparison matrix among the factors affecting the decision This pairwise comparison matrix is needed to calculate the impact on the alternatives that are compared with each other with a 1-9 measurement ratio scale developed by(Saaty, 1996) (Saaty, 2005)

Table 2. Value Pairwise Score

Level Important	Definition
1	Equally Important
3	Slightly More Importamt
5	More Important
7	Very Important
9	Absolutely Very Important
2,4,6,8	Middle Value

The comparison value is used for the inverse comparison, i.e. $a_{ij} = 1/a_{ji}$ where a_{ij} or (a_{ji}) indicates the importance of the i-th or j-th element. As in AHP, pairwise comparisons in ANP are conducted in terms of a matrix and the local priority vector can be derived from the estimated relative importance associated with the compared elements (clusters) by solving an equation, as in formula 1.

$$A * w = \lambda max * w \dots\dots\dots(1)$$

Where A is the pairwise comparison matrix, w is the eigenvector, and λmax is the largest eigenvalue of A. Saaty proposed several algorithms to approximate the value of w.

Step 3: Calculate the relative importance weight vectors of the factors The degree of inconsistency in the responses is called the inconsistency ratio (CR). The steps in calculating CR are as follows: (1) The pairwise comparison value is multiplied matrically by the weight (eigen) to produce a result value. The result values will then be divided by the eigenvalue of each row to get the average value. Then calculate the phi value. (2) The phi value is obtained from the sum of the result values divided by the number of indicators being compared (formula 2).

$$Phi = Number\ of\ Result\ Values\ /\ Number\ of\ Indicators \dots\dots\dots(2)$$

The consistency index (CI) value comes from the calculation of the phi value minus the number of indicators, then divided by the number of indicators minus 1 (formula 3).

$$Ci = (Total\ Phi - Number\ of\ Indicators)\ /\ Number\ of\ Indicators\ -1 \dots\dots\dots(3)$$

Consistency Ratio (CR) comes from the value (formula 4):

$$CR = Consistency\ Index\ /\ Consistency\ Ratio \dots\dots\dots(4)$$

Step 4: Supermatrix formation and analysis Supermatrix is a matrix composed of relative importance weight vectors. Then normalise the supermatrix so that the numbers in each column of the supermatrix have a total value of 1 (one).

Step 5: Calculating the final weights Calculate the final weights by increasing the supermatrix by 2n+1, where k is an arbitrarily large number until weight stability occurs, where the values in the supermatrix do not change when multiplied by themselves, or often called converging.

The validity test in this study uses face validity. Face validity is a decision whether the instrument in question measures the desired concept. Decisions about face validity are also subjective and usually include a process in which experts with test construction and field of interest assess the instrument to see if in their opinion, the instrument measures what it is meant to measure. Face validity refers to what people think about the credibility of the test. Irrelevant questions will make test takers doubt the validity of the test and produce less credible answers (Akbalik, 2019). Analysis of alternative corporate strategies using the SWOT method, based on internal factor analysis (referring to Value Chain analysis) and external factor analysis (referring to Porter's Five Forces and PESTEL analysis). In more detail, the stages of data analysis are as follows:Internal and External Factor Identification Stage. Internal factor identification is based on Value Chain analysis Porter, as follows: (1) Identify the main and supporting activities of the company. All activities carried out to produce products are clearly identified and separated from each other. (2) The main activities according to Porter Value chain are inbound

logistics, outbound logistics, marketing and sales, operations and services. (3) Supporting activities according to Porter Value chain are corporate infrastructure, human resources management, technology development and procurement. (4) Presentation of data with positive factors (strengths) written before negative factors (weaknesses).

Identification of external factors of the company refers to the analysis of Porter's Five Forces and PESTEL: (1) Identify the micro environment, based on Porter's Five Forces are: Industry competition, Threat of new entrants, Threat of substitute products/services, Bargaining power of suppliers, and Bargaining power of buyers. (2) Identify the macro environment based on PESTEL analysis, i.e. political, economic, social, technological, environmental, and legal. (3) Presentation of data by identifying opportunities and threats from all these external factors.

At the matching stage, using a SWOT matrix. The stages in compiling the SWOT matrix are as follows: (1) Compiling a list of external opportunities and threats as well as the company's internal strengths and weaknesses, this stage is carried out at the identification stage. (2) Develop a SO (Strength-Opportunity) strategy by matching internal strengths and external opportunities. (3) Develop a WO (Weakness-Opportunity) strategy by matching internal weaknesses and external opportunities. (4) Develop an ST (Strength-Threat) strategy by matching internal strengths and external threats. (5) Develop a WT (Weakness-Threat) strategy by matching internal weaknesses and external threats.

At the decision-making stage, ANP (Analytical NetworkProcess) will be used to test the models and relationships developed based on the SWOT matrix, and provide a priority scale for the resulting alternative strategies.The following are the five steps of making ANP through Super Decision software: (1) Step 1: create a decision network hierarchy that shows the relationship between decision factors, in the network menu. (2) Step 2: perform a pairwise comparison matrix among factors affecting the decision, through the judgment menu. (3) Step 3: compute the relative importance weight vectors of the factors. (4) Step 4: supermatrix computation and analysis. (5) Step 5: computing the final weights through the synthesis menu.

Includes research design, population and sample, development of research instruments, data collection techniques, and data analysis techniques, which are described briefly.

RESULTS

In the SO strategy criteria or strategies based on advantages and opportunities, resulting in three main strategic alternatives, namely: Expanding the product line according to SPM with the latest technology, in collaboration with members of the kWh meter manufacturer association. This strategy seeks to produce new types of products with the latest technology, in collaboration with members of the producer association. This strategy relies on the advantage that new products will generate new markets, as well as government programs that expect products with new emission-free technology. In addition, by cooperating with other kWh meter manufacturers, the type and price of raw materials can be reduced, and produce maximum profit.

Increase the number of sales from the previous year. This strategy means increasing the sales target in terms of quantity or amount, in the hope that profits will increase. This strategy is based on the existence of two manufacturers who cannot continue cooperation with buyers, so there is a market share that is still available, besides that, this strategy is also based on the advantages of companies that have a centralized SCM system that can reduce raw material prices and ensure their availability, with a good SCM system,.

Create an online production information system, for internal and customers. Steven L Fargo (2004) Good manufacturing practitioners, will provide quality and good service for customers, requiring strategies in service to customers on the basis of good manufacturing.This strategy intends to add production facilities, in the form of an information system about the current production status, which can be used either by the internal company or by customers. The purpose of this strategy is to allow the internal team to easily maneuver or change and modify the delivery time strategy and or production planning, in the hope that if there is a change in demand at any time, it can be immediately known which parts can be changed, and which parts are fixed. This strategy involves information systems, which from the other side will improve customer service.

In the WO strategy criteria, namely strategies based on weaknesses and opportunities, resulting in two main strategy alternatives, namely: Increase production capacity, quality of production machinery, and capital for financial rating. This strategy aims to improve or replace the quality of production machines that have declined, so that the production speed will stabilize and then increase, so that in the end there will be an increase in production capacity. Increased production capacity on the other hand will ensure the availability of kWh meter products for customers and reduce the potential for delays in delivery, in addition to increasing production capacity will increase the number of sales, because customers will prefer kWh meter product providers with available stock. Furthermore, to increase the capacity and quality of production machinery, additional capital is needed to purchase new machine tools with good quality and capacity, on the other hand, additional capital will improve the financial rating. In the end, this strategy will increase profits.

Increase the TKDN presentation of products from the previous year. This strategy is based on the weakness in terms of TKDN, which is still a weakness due to the form of the Company in the form of 100% PMA, besides that considering the opportunities from industry competition, and opportunities for the development of the kWH meter industry that will continue to be used, increasing the TKDN value is a strategy that needs to be done.

In the ST strategy criteria or strategies based on advantages and threats, it produces one main strategy alternative, namely improving the production system related to planning and delivery. This strategy focuses on improving the system in terms of planning and delivery. It is known that so far in terms of planning and delivery, if there is a delay or failure to supply, there is the potential for termination of cooperation or partnership with customers, so improving delivery time and production planning systems are the main things. It is known that industry competition is getting tougher, so if delivery times can be maximized, there is a possibility that additional quotas will be obtained from customers. On the other hand, increasing delivery time is supported by the high production capacity currently owned, so that production capacity can be maximized to produce products.

Finally, the WT strategy criteria or strategies based on weaknesses and threats, produce one main alternative strategy, namely creating a CRM (Company Relationship Management) program. In the explanation by the sales manager of the company, the CRM referred to here is a program to establish closer partnership cooperation with customers, for example, the internal company needs to know in detail, the person or someone who is authorized in terms of receiving goods, or officials who understand the process of planning the delivery of finished goods, or furthermore, procurement officials who know what requirements will change in further procurement. After knowing the contacts of these vital customers, the task of the internal team is to meet and provide contacts so that at any time there is a change, or there is an update, it can be known immediately, so as to reduce the worst risk, so that the overall process from procurement to delivery of goods received by the customer, can run well.

After inputting data according to the opinion of the company management, the results of computational calculations from Super Decision software are obtained, with the following limit values:

Table 3. Limit ANP, Output software Super Decisions

|	SO1	SO2	SO3	ST1	WO1	WO2	WT1	SO	ST	WO	WT	PPT
SO1	0.00719	0.00719	0.00719	0.00719	0.00719	0.00719	0.00719	0.00719	0.00719	0.00719	0.00719
SO2	0.01791	0.01791	0.01791	0.01791	0.01791	0.01791	0.01791	0.01791	0.01791	0.01791	0.01791
SO3	0.05201	0.05201	0.05201	0.05201	0.05201	0.05201	0.05201	0.05201	0.05201	0.05201	0.05201
ST1	0.07079	0.07079	0.07079	0.07079	0.07079	0.07079	0.07079	0.07079	0.07079	0.07079	0.07079
WO1	0.01376	0.01376	0.01376	0.01376	0.01376	0.01376	0.01376	0.01376	0.01376	0.01376	0.01376
WO2	0.00344	0.00344	0.00344	0.00344	0.00344	0.00344	0.00344	0.00344	0.00344	0.00344	0.00344
WT1	0.0849	0.0849	0.0849	0.0849	0.0849	0.0849	0.0849	0.0849	0.0849	0.0849	0.0849
SO	0.15422	0.15422	0.15422	0.15422	0.15422	0.15422	0.15422	0.15422	0.15422	0.15422	0.15422
ST	0.14157	0.14157	0.14157	0.14157	0.14157	0.14157	0.14157	0.14157	0.14157	0.14157	0.14157
WO	0.0344	0.0344	0.0344	0.0344	0.0344	0.0344	0.0344	0.0344	0.0344	0.0344	0.0344
WT	0.16981	0.16981	0.16981	0.16981	0.16981	0.16981	0.16981	0.16981	0.16981	0.16981	0.16981
PPT	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
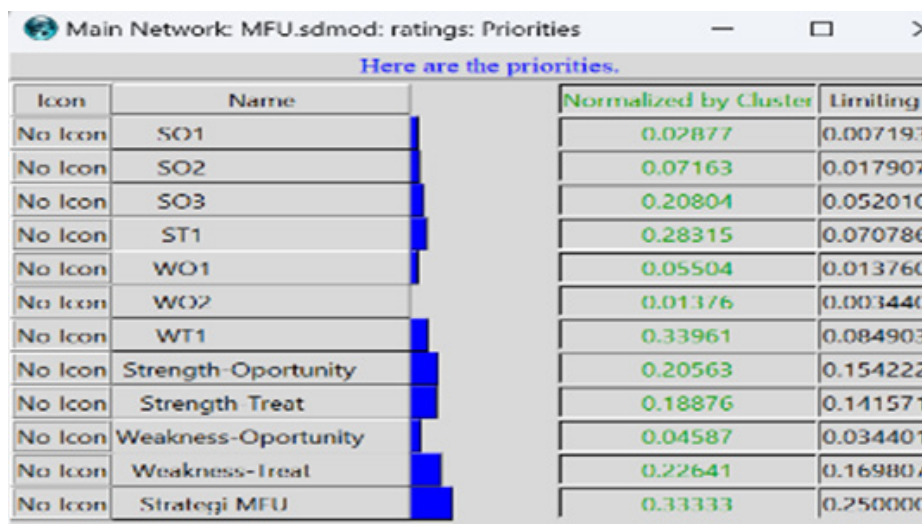
Figure 2. Computation result of priority for limit of Super Decision Software

Based on the computational results for the limiting value, it is found that the Weakness-Treat criterion scale has the largest limiting value of 0.24256, which means it has the highest value of attention to the Weakness and Treat (threat) sections. Furthermore, at the alternative level, the highest limiting value is obtained in WT1 of 0.36384, so that the strategy in WT1 becomes the main strategy in the concept of the Company with a single customer.

Here are the overall synthesized priorities for the alternatives. You synthesized from the network Main Network: MFU.sdmod: ratings

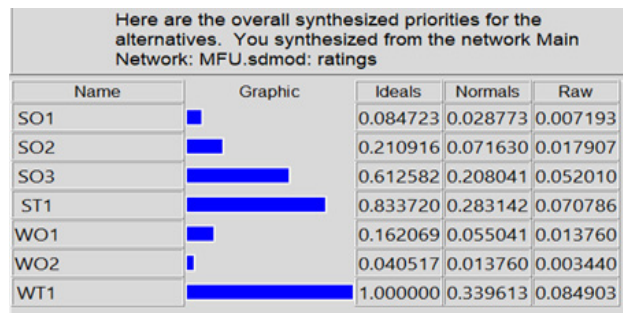| Name	Graphic	Ideals	Normals	Raw
SO1		0.084723	0.028773	0.007193
SO2		0.210916	0.071630	0.017907
SO3		0.612582	0.208041	0.052010
ST1		0.833720	0.283142	0.070786
WO1		0.162069	0.055041	0.013760
WO2		0.040517	0.013760	0.003440
WT1		1.000000	0.339613	0.084903

Figure 3. Result sintesis alternatives software Super Decisions

Based on the results of ANP analysis through Super Decisions software, it can be seen that the best strategy that should be done for PT Hexing Technology at this time is to create a CRM (Company Relationship Management) program, with the highest ideals value of 1.000000. All alternative strategies are ranked as follows: (1) WT1 - Create a CRM (Company Relationship Management) program (1.000000). (2) ST1 - Improve the production system related to planning and delivery (0.833720). (3) SO3 - Create an online production information system, for internal and customers (0.612582). (4) SO2 - Increase the number of sales from the previous year (0.210916). (5) WO1 - Increase production capacity, quality of production machinery, and capital for financial rating (0.162069). (6) SO1 - Expanding the product line according to SPM with the latest technology, in collaboration with members of the kWh meter manufacturers association (0.084723). (7) WO2 - Increase product TKDN presentation from previous year (0.040517).

The research found that in the industrial and business world, there are companies that have only one customer or only one customer, so that requires a business strategy that is different from the business strategy in general companies. With this journal discussion, it can provide information on the importance of corporate strategies in the industry that produce very specific goods or services, with only one customer, also provide a new paradigm about the importance of competitiveness in a business scheme with a definite buyer and definite need and a definite payment system. It is known that this type of company with a single customer is very limited in number, and this type of company focuses on serving the needs of state-owned institutions or companies that manage energy. Based on the results of SWOT analysis and then weighting with ANP, it is found that for companies with single customers, to be able to continue their business, then a major corporate strategy that focuses on establishing good relationships with customers. The strategy focuses on making customers a partner, so that they create good cooperation relationships, can address problems on time, on-demand delivery, and maintain industry certainty in the future. This research suggests for other companies that have the same type of business, namely single customers, to be able to execute corporate strategies in the following order: 1. Forge partnership with customers 2. Guarantee the delivery time of the product 3. Customer accessible production information system 4. Trying to increase sales 5. Increase production capacity 6. Adding the type of products customers need 7. Adding local content that customers need.

DISCUSSION

Companies with a single customer, and one type of product, have difficulty in determining the right inventory, because if there is overstock, then the product is not sold to other users, resulting in a loss of no sales. In contrast to companies in general, they can sell excess stock items at a lower price, meaning that there is still a return on financial valuation or minimise losses (Sanjeev,2020). (Rebbeca Dingus et. Al., (2024) It is necessary to develop an understanding of marketing in the world of education to build competencies for students, industry practitioners, how this marketing concept will be related to industry needs, single customers provide a more distinct marketing colour in an industrial context with a single consumer.This Kwh meter is a unique product only for PT PLN customers who use its electricity distribution. The specifications are determined by PT.PLN, so they are not used outside of that. The advantage of a company like this is the certainty of purchasing from customers in the long term through a contract system, there is no need for general marketing efforts. Marketing patterns with a

Customer Relationship Management (CRM) approach with a single buyer. The phenomenon above shows that there are several supplier companies to single buyers, experiencing bankruptcy, and collapse, in business even though it is safer and more consistent. (Kara Ali, 1997) Market segment development is important to be able to reach a wide range of consumers, including with unique consumer segments, related to this single customer is a specific market segment but more guarantee its sustainability because of the certain demand. But in the course of business, many factors affect the decline or bankruptcy. The internal dimensions of the business, the fulfilment of quality standards, the accuracy of production quantities, the development of product technology and supporting equipment, could be that this is indeed a problem in the internal management of production and quality management that is not well maintained, so it does not rule out the possibility of a single customer business model experiencing problems. (Jose Ramon, Miguel Angel, 2024) Consumer behaviour is a consideration in marketing, as well as how vendors are able to bind consumers, so that they are maintained, because the case of single custome will very influential. (Vicente Guerola Navarro, et. Al., 2022) Customer relationship management is an important part of entrepreneurship, in the future it can provide a high return on investment to the business, with CRM that the company's profits will always be maintained. This study aims to combine various method approaches, namely SWOT Analysis to describe the framework of the business environment combined with the dimensions of PESTEL, Value Chain, Five Forces from Porter, so that it is enriched with various possible influence factors in strategy formulation (Pallazo,2024) (Pangarkar, 2024)In order to be sharper in the results of strategy formulation, it is necessary to carry out weighting through the ANP model, to rank the strategies determined from the design strategies in this study. (Pho Tsing Hseng and Nick Pilcher, 2017) PESTELE (political, economic, social, technological, environmental, legal and ethical) is an additional element in addition to PESTEL, for dimensioning in the determination into SWOT Analysis, in enriching the results and review of strategies. (Ravi Agarwal, et. Al., 2013) The SWOT method is generally a subjective, non-quantitative, and non-systemic assessment, so it is weak and lacks strength in delivering information, so there is a need for quantitative analysis with ANP. (Eling, M 2020) Research journals specific to the single customer model are relatively rare, so this research can provide uniqueness and colour to the study of corporate strategy. This interpretation of the results of this study is actually expected from the research problem and the data collected from the Kwh Meter Electricity vendor company, that the maintenance of coordination and collaboration is decisive in the sustainability of this business model. Aside from competition among the existing competitors, Porter recognises four other forces to be included in the five forces framework, which are (a) the threat of potential new entrants, (b) the bargaining power of suppliers, (c) the bargaining power of buyers, and (d) the threat of substitute products or services. The interactions of these five forces shape competition in an industry and are a continuous threat to the success of an organisation (Bruijl, 2018). From Porter's point above, the buyer's bargaining power is dominant almost absolutely, in the case of Single User Business, so all strategies will narrow down to a single type and pattern of maintaining strong relationships with buyers. Deeper, there is no study or theory that discusses the details of the customer relationship process with a single buyer, through a deeper approach to obtain information on the certainty of the schedule and quantity of products that are the basis for vendor planning in production. So there is no generic or general strategy that can explain this. (Jagdip Sing et. Al., 2021) One voice strategy is the integration of elements in customer engagement, all will be one direction in management so that the business continues to run well

CONCLUSION

This research is also only limited to a sample of specific product supplier companies according to PT.PLN orders, not yet broad to all various similar vendors for products other than Kwh Meter, researchers have difficulty for other vendors, due to bureaucracy and confidentiality of specific order data. In addition to this, it is difficult to know with certainty the number of orders and scheduling from PT.PLN, so the research uses assumptions from some past production data. The supplier management approach is more about experience than actual empirical data. Dewa Kadek Darmada (2022) In the procurement of goods and services, specifically for the strategic procurement of government products, one of which is related to Kwh Meters for PT PLN must consider a large local content, to empower local industries. The influence of these factors on the sustainability of the company with a single customer is as follows production capacity, the company that will supply kWh meter needs for PLN must have production capacity that can meet the needs in 1 procurement period, TKDN percentage, percentage of domestic content level, become an absolute requirement in the procurement process at PLN, and that percentage must be increased over the years, so that commitment and consistency in managing the percentage of TKDN become the factors that affect the business, Financial Rating assessment of the financial health level, will be conducted by independent auditors appointed by PLN, thus maintaining financial conditions, including with the fulfillment of taxation conditions becomes the main key to remain able to become DPT PLN and continue to be able to follow the procurement process, SPM certificate is a

certificate that becomes the requirement of a product can be used in PLN environment. SPM is a marker of quality control by PLN against its supplier 5) Free of problems / blacklist, factors that must always be met in order to continue business in PLN is not exposed to blakclist or the main problem / major in the procurement process, problems in two categories namely delivery and quality of products. The results of this research will be a reference in future research related to vendors specifically for state-owned companies, the conclusion of this research for marketing strategies prioritized to maintain relationships with customers, to ensure certainty in the number of orders and schedules, because the contract system per year the number of orders is clear. In the future, it will be interesting to conduct research that examines a single customerbut not a government company, this will be more challenging, because it will be relatively difficult to find a single customer with products from vendors that cannot be sold to other than that consumer. The contribution of the results of this research will provide corrections to the concepts and theories of competitiveness in general, with new theories and concepts of supplier competitiveness with single customer.

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