



DOI: <https://doi.org/10.38035/gijea.v3i2>
<https://creativecommons.org/licenses/by/4.0/>

Boston Consulting Group Strategy Analysis on Siber Nusantara Publisher

Hapzi¹, Farhan Saputra²

¹Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, hapzi.ali@gmail.com

²Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, farhansaputra121@gmail.com

Corresponding Author: hapzi.ali@gmail.com¹

Abstract: This study aims to analyze the strategic position and formulate an appropriate marketing strategy for Siber Nusantara Publisher in facing the increasingly competitive scientific publishing industry. This study uses a descriptive qualitative approach with a strategic analysis method through the integration of the Boston Consulting Group (BCG) Matrix and SWOT analysis. Research data were obtained from documentation studies, observations, and secondary data analysis related to the growth of scientific publications and the market share of academic publishers. The results show that Siber Nusantara Publisher is in the Question Mark quadrant in the BCG Matrix, which is characterized by a high market growth rate but a relatively low market share. This condition indicates that the institution has significant growth opportunities in the scientific publishing industry but requires a more aggressive marketing strategy to increase market share and strengthen competitiveness. The managerial implications of this study emphasize the importance of implementing a development strategy (build strategy) through strengthening editorial quality, utilizing digital technology in journal management, and expanding academic networks to improve the reputation and sustainability of Siber Nusantara Publisher in the scientific publication ecosystem.

Keywords: Boston Consulting Group, Siber Nusantara Publisher, Strategi

INTRODUCTION

Scientific publication is a key tool in the dissemination of knowledge, the development of science, and the improvement of the quality of academic research at the national and global levels. Through scientific publication, the results of research conducted by academics, researchers, and practitioners can be disseminated to the scientific community, enabling the exchange of ideas, the strengthening of theories, and the development of research-based innovations (Dewi, 2024).

The global scientific publication ecosystem is undergoing significant transformation, marked by the increasing number of scientific journals, the development of digital publishing platforms, and increased competition among academic publishing institutions. This situation

requires each publishing institution to focus not only on the editorial process and manuscript quality, but also on developing adaptive, innovative, and strategically analytical marketing strategies to maintain organizational sustainability and increase competitiveness in the increasingly competitive scientific publishing industry. (Setiawan et al., 2024).

The data on the number of international publications in ASEAN countries for the period 2015 to 2019 is as follows:

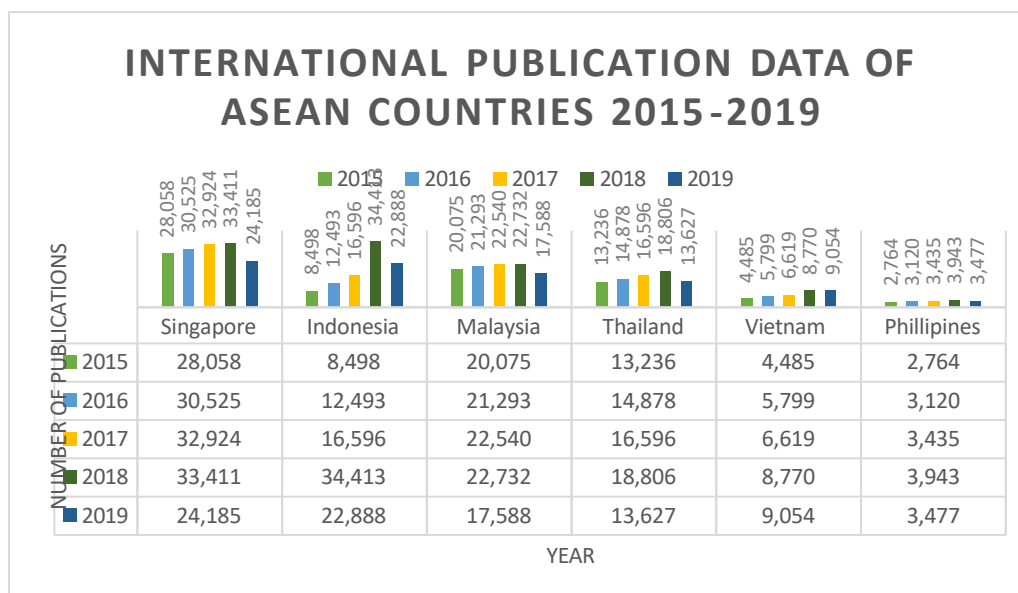


Figure 1. International Publication Data of ASEAN countries 2015-2019

Source: (Tempo, 2019)

Figure 1 shows the development of the number of international scientific publications by ASEAN countries during the 2015–2019 period, reflecting the dynamics of research productivity and academic capacity in each country. Scientific publications are an important indicator in assessing research quality because they reflect research activity, scientific contributions, and the ability of higher education institutions to produce new, globally recognized knowledge. The data in the figure shows that several countries, such as Malaysia, Singapore, and Thailand, have relatively high and stable levels of publication productivity, indicating that these countries have strong research ecosystems and policy support that encourages increased scientific publication output (Hermawan & Arifin, 2021).

On the other hand, Indonesia showed a significant upward trend in the number of scientific publications during the observation period. This increase was influenced by various government policies that encourage academic publication productivity, such as mandatory publication for lecturers and postgraduate students, increased research funding, and strengthening the national journal indexing system. These conditions directly increased research activity and expanded opportunities for scientific publishing institutions to develop and support the dissemination of research results (Wang & Ahn, 2025).

However, the increase in the number of scientific publications has also been accompanied by increased competition in the academic publishing industry. Many national scientific publishing institutions still face challenges in improving the quality of journal management, academic reputation, and effective marketing strategies. Therefore, understanding the dynamics of scientific publication growth, as shown in Figure 1, is crucial as a basis for formulating appropriate development strategies for scientific publishing institutions to increase their competitiveness and strengthen their position in the academic publication ecosystem.

This research is important to conduct because the results of the strategic analysis produced are expected to provide practical contributions to the development of marketing strategies for scientific publishers as well as enrich strategic management studies in the context of the ever-growing academic publication industry.

The purpose of writing this article is to analyze and discuss:

1. Analysis by Boston Consulting Group (BCG) Siber Nusantara Publisher.
2. BCG Cyber Strategy Selection Nusantara Publisher.

METHOD

This study uses a quantitative descriptive approach to analyze the appropriate marketing strategy for Siber Nusantara Publisher using the Boston Consulting Group (BCG) Matrix. This quantitative descriptive approach was chosen because this study focuses on analyzing numerical data in the form of the number of scientific publications used to illustrate the company's strategic position in the scientific publishing industry (Saharan et al., 2024).

The research object in this study is Siber Nusantara Publisher (Dinasti Research Publisher), a digital-based scientific publishing institution that manages various academic journals in Indonesia. This institution operates within the national scientific publication ecosystem that is oriented towards journal indexing, specifically within national indexing systems such as the Science and Technology Index (SINTA). In the context of this research, Siber Nusantara Publisher is analyzed as a strategic business unit (*SBU*) that competes with similar scientific publishers in terms of the number of publications and the growth of scientific publications (Hair et al., 2021).

The type of data used in this study is secondary data obtained from the publisher's internal reports regarding the number of annual scientific publications. This data includes the number of publications produced by Siber Nusantara Publisher as well as the number of publications by similar publishers used as a comparison in the relative market share analysis. The publication data used in this study covers the period 2024 to 2025 (Saharan et al., 2024).

The publication volume data is used as an indicator of market size in the scholarly publishing industry, where publication volume reflects a publisher's level of activity and contribution to the academic publishing ecosystem. A comparison between Siber Nusantara Publisher's publication volume and that of similar publishers is used to calculate relative market share and market growth rate.

RESULTS AND DISCUSSION

Boston Consulting Group (BCG) Analysis of Siber Nusantara Publisher

Boston Consulting Group (BCG) is a global management consulting firm that developed a business strategy analysis tool known as the BCG Matrix, or Boston Consulting Group Matrix. This matrix was first introduced in the late 1960s as a strategic planning tool to help organizations manage their business or product portfolios. The basic concept of the BCG Matrix is evaluating the position of a business unit or product based on two main dimensions: market growth rate *and* relative *market share*. These two dimensions are used to describe an organization's competitive position in the industry and determine the most appropriate development strategy (Octavini et al., 2023).

Indicators or dimensions contained in the BCG method include: 1) Market Growth Rate: Market growth rate is an indicator that shows how fast a market or industry experiences growth in a certain period; 2) Relative Market Share : Relative market share describes the strength of a company's competitive position compared to its main competitors in the same industry; 3) Strategic Business Unit Position: This dimension describes the position of each strategic business unit (*SBU*) in the BCG matrix which consists of four main quadrants, namely Star, Cash Cow, Question Mark, and Dog; 4) Strategic Resource Allocation: This

dimension relates to how the company allocates resources such as investment, labor, and technology based on the position of the business unit in the BCG matrix. BCG analysis helps management determine investment priorities in business units that have high growth potential or a strong market position (Sanjaya & Mulyanti, 2023).

This BCG variable has been used by previous researchers conducted by: (Ningsih et al., 2021), (Permata et al., 2020), (Sulasih, 2020).

The Boston Consulting Group (BCG) method used in this study used secondary company data, namely the number of publications on Siber Nusantara Publisher. The following table shows publication data on Siber Nusantara Publisher:

Table 1. Number of Publications in Siber Nusantara Publisher 2024-2025

Year	Number of Publications
2024	259
2025	301

Table 2. Number of Publications by Similar Publishers in 2024-2025

Year	Number of Publications
2024	322
2025	480

The data analysis in this study used the Boston Consulting Group (BCG) Matrix, a strategic analysis tool used to map a business unit's position based on market growth rate and relative market share. The BCG Matrix is commonly used in strategic planning to assist organizations in determining resource allocation and business development strategies.

In the BCG matrix, a business unit's position is mapped along two main dimensions. The first dimension is relative market share, located on the horizontal (X) axis, and indicates the strength of an organization's market position relative to its main competitors. The second dimension is market growth rate, located on the vertical (Y) axis, and indicates the growth rate of the market or industry in which the organization operates.

- 1) Collecting annual publication volume data from cyber nusantara publishers and competitors in tables 1 and 2.
- 2) Calculate the growth rate/number of publications for each publisher.

Cyber Nusantara Publisher

$$\begin{aligned}
 \text{a. Market Growth Rate Publication} &= \frac{\text{Number of Publications 2025} - \text{Number of Publications 2024}}{\text{Number of Publications 2024}} \times 100\% \\
 &= \frac{301 - 259}{259} \times 100\% \\
 &= 16.21\%
 \end{aligned}$$

Similar Publishers

$$\begin{aligned}
 \text{b. Market Growth Rate Publication} &= \frac{\text{Number of Publications 2025} - \text{Number of Publications 2024}}{\text{Number of Publications 2024}} \times 100\% \\
 &= \frac{480 - 322}{322} \times 100\% \\
 &= 49.06\%
 \end{aligned}$$

- 3) Calculating relative market share

The following is a calculation of the relative market share for each publisher:

$$\begin{aligned}
 \text{a. Relative Market Share of Siber Nusantara Publisher} &= \frac{\text{Publication Volume 2025}}{\text{Main competitor publication volume in 2025}} \times 100\%
 \end{aligned}$$

$$= \frac{301}{480} = 0.63\%$$

4) Plotting market share on the *Boston Consulting Group (BCG) quadrant matrix*

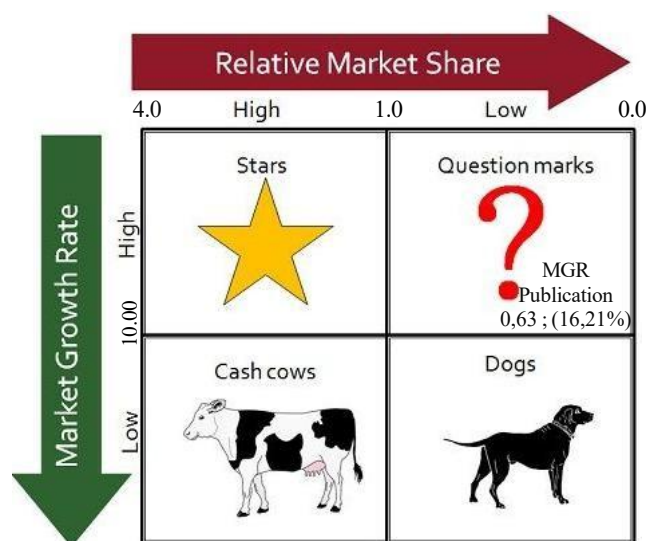


Figure 2. Boston Consulting Group (BCG) Matrix Siber Nusantara Publisher
Source: (Key Differences, 2026)

Figure 2 shows Siber Nusantara Publisher's position in the *Boston Consulting Group (BCG) Matrix* in the context of scientific publishing institutions, with the horizontal axis representing relative market share and the vertical axis indicating the growth rate of scientific publications. Based on the data, Siber Nusantara Publisher has a publication growth rate of 16.21%, which indicates that the national scientific publishing market is still developing positively along with the increasing demand for academic publications from lecturers and researchers. However, the relative market share of 0.63 indicates that Siber Nusantara Publisher's position is still below its main competitors who have a larger publication volume. This condition places Siber Nusantara Publisher in the *Question Mark quadrant*, namely a position that has high growth opportunities but still has weak market power.

In the context of BCG, this position is both strategic and critical, as the institution's success depends heavily on managerial decisions in allocating resources to increase market share. If managed aggressively and appropriately, Siber Nusantara Publisher has the potential to move into the *Star quadrant*. Conversely, without a clear strategy, the risk of stagnation or even a decline in performance is possible. Therefore, a development strategy is needed that focuses on improving quality, reputation, and expanding the academic network.

The five main strategies that Siber Nusantara Publisher can implement are as follows:

- 1) Strengthening the quality of editorial governance and scientific publication processes: Siber Nusantara Publisher needs to improve editorial management standards through a rigorous, transparent, and internationally standardized *peer review system*. This can be done by strengthening the role of the editorial board with high academic competence and expanding the network of *reviewers* from various national and international institutions;
- 2) Improving the reputation and indexing of journals in reputable scientific databases: Siber Nusantara Publisher needs to implement a strategy to improve the quality of journals so that they can meet indexing standards on credible scientific platforms;
- 3) Strengthening academic marketing strategies: Siber Nusantara Publisher needs to develop academic community-based marketing strategies by building partnerships with universities, research institutions, and scientific associations;
- 4) Digital transformation and strengthening publication technology infrastructure: Siber

Nusantara Publisher needs to strengthen its digital-based journal management system that is efficient, transparent, and easily accessible to authors, editors, and reviewers. Implementation of a journal management platform integrated with an indexing system, *digital object identifier* (DOI), and a plagiarism detection system will increase the professionalism and credibility of the publication process; 5) Development of publication product innovation and diversification of publishing services: Siber Nusantara Publisher needs to develop innovation in publishing services, not only limited to scientific journal publication but also including the publication of academic books, conference proceedings, and publication support services such as scientific language editing, article writing training, and international publication consultation.

BCG Cyber Strategy Selection Nusantara Publisher

Based on the market share plot in the BCG matrix above, the strategy used in the BCG context is the “*Growth and Build*” strategy, with Siber Nusantara Publisher focusing on developing the Open Journal System (OJS) both in security and UI/UX, to raise the matrix from the *Question Mark quadrant* to the *Star quadrant*. According to Ali et al., (2020) , the matrix remains a valuable tool for strategic planning, guiding businesses in making informed decisions about product development and resource allocation . This strategy is relevant for scientific publication institutions amidst the need for development of science and technology. The following is a description of strategies that can be implemented based on the analysis of the BCG matrix:

Table 3. Boston Consulting Group (BCG) Siber Nusantara Publisher Method Strategy

Strategic Focus	Main Action Plan	Objective
Strengthening the quality of editorial governance and scientific publication processes	Strengthening the role of the editorial board with high academic competence and expanding the network of <i>reviewers</i> from various national and international institutions.	Where editorial quality is the main factor determining the reputation of a scientific publisher.
Improving the reputation and indexing of journals in reputable scientific databases	Implementing strategies to improve journal quality so that it can meet indexing standards on credible scientific platforms.	With increasing journal indexing, publishers' visibility and credibility will increase, thereby attracting more authors and expanding the market share of scientific publications.
Strengthening academic marketing strategies	Developing academic community-based marketing strategies by building partnerships with universities, research institutions, and scientific associations.	Increase author loyalty and strengthen the publisher's position in the scientific publication market.
Digital transformation and strengthening of publishing technology infrastructure	strengthening a digital-based journal management system that is efficient, transparent, and easily accessible to authors, editors, and reviewers	Speed up the editorial process and improve the user experience <i>in</i> the submission process to publication of scientific articles.
Development of innovative publication products and diversification of publishing services	Developing innovation in publishing services, not only limited to scientific journal publication but also including academic book publication, conference proceedings, as well as publication support services such as scientific language editing, article writing training, and international publication consultation.	Expanding the market segments served and increasing added value for the academic community

CONCLUSION

Based on the research objectives to analyze BCG strategies and determine the selection of appropriate BCG strategies, it can be concluded that:

1. *The Boston Consulting Group (BCG)* analysis results place Siber Nusantara Publisher in the *Question Mark quadrant*, where the publication growth rate is relatively high (16.21%) but the relative market share is still low (0.63) compared to similar publishers. This shows that Siber Nusantara Publisher operates in the SINTA-indexed scientific publication market but has dominant market power. Based on this analysis, the most relevant BCG strategy to implement is the *growth and build strategy*, which emphasizes investment and development to increase market share and competitiveness.
2. The implementation of this strategy is directed through Strengthening the quality of editorial governance and scientific publication processes, Improving the reputation and indexing of journals in reputable scientific databases, strengthening academic marketing strategies, Digital transformation and strengthening publication technology infrastructure, developing publication product innovations and diversifying publishing services.

REFERENCES

- Ali, H., Karimi, S., & Febriamansyah, R. (2020). Analysis of export performance and export competitiveness trade of crude palm oil [CPO] industry in Indonesia with RSPO in India and United States markets. *IOP Conference Series: Earth and Environmental Science* , 497 (1). <https://doi.org/10.1088/1755-1315/497/1/012043>
- Dewi, C. (2024). Education on the Publication Process of Scientific Articles in Reputable International Journals. *Journal of Community Service and Devotion (Pamas)* , 8 (4), 318–326. <https://doi.org/10.52643/pamas.v8i4.2655>
- Differences, K. (2026). *Difference Between BCG and GE Matrices* . <https://keydifferences.com/difference-between-bcg-and-ge-matrices.html>
- Dina Widian Putri, Novi Mubyarto, & Mohammad Orinaldi. (2024). Marketing Mix Analysis in Increasing Consumer Purchasing Power (Case Study on Mirabella Batik in Simpang Pulai District, Jambi). *MENAWAN: Journal of Economic Research and Publication* , 2 (4), 206–219. <https://doi.org/10.61132/menawan.v2i4.716>
- Hair, J.F., Ortinau, D.J., & Harrison, D.E. (2021). Essentials of Marketing Research Third. In *Sampling: Theory and Methods* .
- Hermawan, E., & Arifin, AL (2021). Human Resources Education and Innovation to Face the Demands of Business in the Digital Age. *Iqra Journal of Educational Studies* , 6 (2), 136–147. <https://journal.iaimnumetrolampung.ac.id/index.php/ji/article/view/1122>
- Khoiri Abdi, M., & Febriyanti, N. (2020). Developing Islamic Marketing Strategies for Entrepreneurship in the Creative Economy Sector During the Covid-19 Pandemic. *El-Qist: Journal of Islamic Economics and Business (JIEB)* , 10 (2), 160–178. <https://doi.org/10.15642/elqist.2020.10.2.160-178>
- Ningsih, AR, Putri, AR, Anita, Utari, A., & Sanjaya, VF (2021). Competitive Strategy Planning Analysis Using the BCG Matrix Method on Shopee E-Commerce. *Indonesian Journal of Management Science and Business Volume 11, Number 1, 2021 | Pages: 37-44* , 11 (1), 37–44.
- Octavini, N.A., Adriani, W.Y., Yana, N., & Mandela, R. (2023). *Boston Consulting Group (BCG) analysis of Unilever's product portfolio* . 2 (1), 8. <https://doi.org/10.69769/jebr.v2i1.86>
- Permata, EG, Rizki, M., Papilo, P., & Silvia, S. (2020). Marketing Strategy Analysis Using the BCG (Boston Consulting Group) and SWOT Methods. *SITEKIN: Journal of Science, Technology and Industry* , 17 (2), 92–99.
- Ramadhan, KA, Ramantoko, G., & Noviaristanti, S. (2022). Determining the marketing

- strategy of tenant food & beverages using association rules at the boarding lounge international terminal 3 Soekarno-Hatta Airport. *Sustainable Future: Trends, Strategies and Development* , 2014 , 227–231. <https://doi.org/10.1201/9781003335832-57>
- Ramadhayanti, A. (2023). The Use of Live Streaming Features as Marketing Communication and Lead Customers to Increase Sales. *Dewantara Management Journal* , 7 (1), 117–128. <https://doi.org/10.26460/md.v7i1.14333>
- Saharan, V. A., Kulhari, H., Jadhav, H., Pooja, D., Banerjee, S., & Singh, A. (2024). Introduction to research methodology. In *Principles of research methodology and ethics in pharmaceutical sciences* (pp. 1–46). CRC Press.
- Sanjaya, O., & Mulyanti, D. (2023). Boston Consulting Group (BCG) Matrix Analysis. *Journal of Economics, Business and Management* , 2 (1), 246–253. <https://doi.org/10.58192/ebismen.v2i1.681>
- Setiawan, AI, Dewi, AS, Haryanto, B., & Purwanto, D. (2024). Improving Institutional Publication Performance Through Management of Reputable Scientific Journals. *Indonesian Community Service Journal* , 4 (1), 101–104.
- Sulasih, S. (2020). The Boston Consulting Group (BCG) Method as a Basis for Determining Marketing Strategy at UD. Putra Bangun Furniture Production. *Muslim Heritage* , 5 (1), 133–154.
- Suryanti, E., Lesmana, H., & Mubarak, H. (2021). Marketing Strategy Analysis to Increase MSME Revenue. *Permana: Journal of Taxation, Management, and Accounting* , 13 (1), 60–72. <https://doi.org/10.24905/permana.v13i1.117>
- Tempo. (2019). *Number of Scientific Publications in ASEAN Countries* . https://www.tempo.co/prelude/jumlah-publikasi-ilmiah-negara-asean-872904#google_vignette
- Wang, C., & Ahn, Y. (2025). The Impact of Parcel Delivery Service Quality on Customer Loyalty: Focusing on the Chinese Parcel Industry. *Mullyu Haghojeji* , 35 (3), 179–192. <https://doi.org/10.17825/klr.2025.35.3.179>