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Shifting From SWOT to SWOC: A Combination of Strategic Planning Theory and Financial Strategy Approaches for Organizational Sustainability Performance

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Abstract

Plan strategies to manage the organization, ideally using strategic steps in an integrative and holistic approach. Conditions that force the entire organization/company to be able to adapt to influences both from within and from outside, create their patterns in planning strategies to ensure the sustainability of the business process of the organization/company. In this discussion provides an integrated form of strategic planning using the approach of issue management, strategy management and talent management. The issue as an initial trigger for the upheaval is the basis of how the strategy steps are determined. Furthermore, the strategic management approach by changing the old paradigm of threats into challenges (shiftng from SWOT to SWOC) is the first step towards sustainability for the organization/company. In the last part, using the talent management approach to bring new talents to face the new normal era.

Keywords: Issue Management, SWOC, Talent Management, New Normal, New Talent

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Introduction

The success of an organization is heavily dependent on its ability to develop and implement effective strategies that address current challenges and prepare for future uncertainties. Traditionally, the SWOT analysis has been the go-to tool for strategic planning, where an organization evaluates its internal strengths and weaknesses along with external opportunities and threats (Kadir, 2018). However, in recent years, the limitations of SWOT have become apparent, leading to a shift towards a more comprehensive approach, namely SWOC analysis, which also considers the challenges and opportunities arising from the external environment and the internal context of the organization (Aithal & Kumar, 2015). Furthermore, to ensure organizational sustainability performance, financial strategies have become increasingly important. This paper aims to explore the combination of strategic planning theory and financial strategy approaches to achieve sustainable organizational performance by shifting from SWOT to SWOC analysis and focusing on financial strategies (N & T, 2020; Singh et al., 2021).

SWOT analysis is a useful tool for identifying and evaluating an organization's internal strengths and weaknesses and external opportunities and threats. However, it has its limitations. One of the main limitations is that it tends to be static and does not consider the dynamic and complex nature of the business environment (Dinkel & Sánchez-Lizaso, 2020). For example, a company's strengths and weaknesses can change quickly due to new market entrants or technological advancements, and SWOT analysis may not capture these changes adequately. Additionally, SWOT analysis focuses mainly on the internal factors and external factors that affect the organization, but it does not consider how these factors interact or how the organization can leverage its strengths to overcome its weaknesses and take advantage of opportunities. In response to the limitations of SWOT analysis, organizations have started to shift towards a more comprehensive approach, namely SWOC analysis, which stands for Strengths, Weaknesses, Opportunities, and Challenges. SWOC analysis is a more dynamic approach to strategic planning, which not only considers the internal and external factors but also focuses on the challenges arising from the organization's internal context, such as culture, processes, and systems (Karatayev et al., 2017). This approach allows the organization to consider how it can leverage its strengths and opportunities to overcome its weaknesses and challenges effectively (Karatayev et al., 2017).

While SWOC analysis provides a more comprehensive approach to strategic planning, financial strategies are also crucial to achieving sustainable organizational performance. Financial strategies involve managing the organization's financial resources to achieve its goals and objectives. Financial strategies focus on budgeting, forecasting, financial reporting, and risk management. Effective financial strategies can help organizations make informed decisions, allocate resources efficiently, and manage risks effectively. For example, financial strategies can help organizations identify the most profitable products or services, reduce costs, and invest in research and development.

Combining SWOC analysis with financial strategies can help organizations achieve sustainable organizational performance. This combination can provide a more comprehensive approach to strategic planning, enabling organizations to identify and leverage their strengths and opportunities effectively while overcoming their weaknesses and challenges. Financial strategies can provide organizations with the necessary resources to implement their strategic plans, which can lead to improved performance and growth (Marjanova et al., 2015; Mitręga & Choi, 2021). For example, a company that has identified a new market opportunity can use financial strategies to allocate resources effectively to enter the market, such as investing in marketing or research and development.

To achieve sustainable organizational performance, organizations need to develop and implement effective strategies that address current challenges and prepare for future uncertainties. While SWOT analysis has traditionally been the go-to tool for strategic planning, its limitations have become apparent, leading to a shift towards a more comprehensive approach, namely SWOC analysis. Additionally, financial strategies are also crucial to achieving sustainable organizational performance, as they provide organizations with the necessary resources to implement their strategic plans effectively. Combining SWOC analysis with financial strategies can provide organizations with a more comprehensive approach to strategic planning, enabling them to identify and leverage their strengths and opportunities while overcoming their weaknesses and challenges (Abdel-Razik et al., 2023; Karatayev et al., 2017; Wilby & Nasr, 2016). By doing so, organizations can achieve sustainable organizational performance, which is essential for long-term success and growth.

However, it is important to note that combining SWOC analysis with financial strategies requires careful planning and execution. Organizations need to ensure that their financial strategies align with their SWOC analysis to achieve their strategic goals effectively. Furthermore, organizations need to continuously monitor and evaluate their strategies to ensure that they remain relevant and effective in the ever-changing business environment.

In conclusion, shifting from SWOT to SWOC analysis, combined with effective financial strategies, can provide organizations with a more comprehensive approach to strategic planning, enabling them to achieve sustainable organizational performance. By leveraging their strengths and opportunities while overcoming their weaknesses and challenges, organizations can ensure long-term success and growth in today's dynamic business environment.

From our discussion above, the research gap that can be identified is the need for further research to explore: (1). How organizations can effectively integrate SWOC analysis and financial strategies to achieve sustainable organizational performance. (2). How organizations can effectively measure and monitor their financial performance in the context of SWOC strategies to ensure the achievement of sustainable organizational performance. (3). How organizations can assess and manage the risks associated with using a combined approach between SWOC analysis and financial strategies, especially in the context of a rapidly changing and uncertain business environment.

By filling these research gaps, organizations can gain a better understanding of how to effectively integrate SWOC analysis and financial strategies to achieve sustainable organizational performance. In the long run, this research can help organizations to achieve long-term success and growth in increasingly complex and dynamic markets.

Qualitative Background

Definition of Management

Management and organization are two inseparable sides of a coin. The existence of an organization is a place for control, but management also determines movement and breathing of an organization. This means that the organization cannot be driven without governance, and vice versa management can only be implemented in the organization. Described the definition of management, namely: "management as being responsible for the attainment of objectives, taking place within a structured organization and with prescribed roles" (Child, 1997; Otley, 1999). This definition explains that management includes people who carry out the responsibility of achieving goals in an organizational structure and clear roles. That means management is related to the organization. Within the organization, there is a clear structure with the division of tasks and formal authority in an effort to move personnel to carry out the task of achieving goals. Based on the above emphasis, then management contains elements: organized organizational structure, directed towards goals and objectives, carried out through the efforts of people, and using systems and procedures (Rifa’i & Fadhli, 2013). The organization is a number of people who work together in achieving common goals, then management is an effort to move people in the organization to do something to achieve goals.

The organization is a place for management to take place. It was stated that: "Management as a process of getting things done through and with people operating in organizing groups" (Ivancevich et al., 1990, 2007). From this opinion it is understood that management is the process of making an effort to obtain action through the work of people in a group unity. In almost the same meaning, explains his opinion that: "management is the process of getting things done through the efforts of other people". It is understood that management is the process of obtaining an action through the efforts of others " (Mondy, 1995).

Strictly speaking, management activities always involve the allocation and control of money, human resources, and physical to achieve the goals set. As a science, management has a systemic approach that is always used in solving problems. The management approach aims to analyze the process, build a conceptual framework of work, identify underlying principles and build management theory utilizing that approach. Therefore, management is a universal process concerning the type of institution, various positions within the institution, or experience in a diverse environment between various life issues. What exactly is management theory? In this case, it can be explained that: "management theory is as a way of organizing experience that in practice can be proven through research, experiential experiments and principles as well as teaching the fundamental things in the management process (Ivancevich et al., 1990). In this study, management is all efforts in utilizing resources to achieve goals effectively and efficiently is the estuary of all managerial behaviour. Here the behaviour of individuals who carry out activities effectively will determine the effectiveness of the organization in totality ". Management must focus on events on the results and performance of the organization. The first task of management is to define what results and return the organization delivers through the people who work. The specific task of management is to organize the resources of the organization for the achievement of results outside the organization. A function is a type of work activity that can be identified and distinguished from other jobs. Here the inlet of management processes and activities in achieving effectiveness. Therefore, the management function through many processes and businesses within the organization is to bring together the effectiveness of individual managers and workers, the efficiency of groups (task units), and organizational effectiveness (the totality of the system) which leads to the achievement of the organization's final goals. At least the goals achieved are high-quality production, excellent service and job satisfaction to employees ". Here it is expected to truly unite individual goals, group goals and organizational goals in the long run. So the various dimensions that drive the achievement of individual, group and organizational effectiveness are interrelated as a systemic whole. Moreover, the concept of organization as a social system has indeed made an important contribution to the survival of the organization in various types and activities for the welfare of humanity (Rifa'i & Fadhli, 2013).

This human relations approach is a reaction to scientific and bureaucratic management styles that pay less attention to the psychological aspects of humans as workers. So in the 1920s, enormous pressure and great attention were paid to the social factors of workers and employee behaviour in organizations - this is called human relations ". A starting point in movement development of human and informal relationships is starting from the results of Hawthorne's research at the Western Electric Company in America in 1924-1932. Call the famous researcher Elton Mayo, who inspired the emergence of management ideas with a human relations approach that emphasizes that:

1. A combination of experiences
2. Use of the Trial Chamber
3. Interview program
4. Observation bank room

Maslow's 1943 study laid the framework for a new approach to human relations based on the development of personality and motivation based on a hierarchy of human needs ". Motivational figures in work such as Herzberg and McGregor, by proposing theory Y and theory X, which illustrate the underlying assumption that humans in principle like to work, and vice versa humans in principle do not like to work. Likewise, figures such as Likert, who conducts research into management systems, and Argirys who examine the effects of formal organization on individuals and psychological growth in the process of self-actualization.

Definition of Issue Management

There is no agreement among theorists and the company management regarding the precise boundaries of the definition of "issue management". There are even some people who combine the definition and practice of issue management with risk management or risk management. This does not seem right because in practice the crisis tends to have more significant publicity characteristics, while the issue tries to be managed so as not to get publicity.

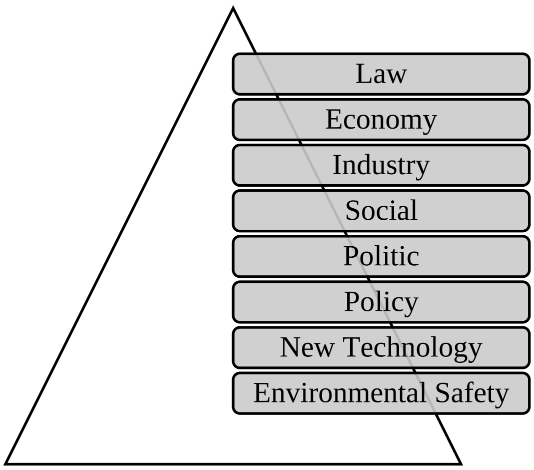

Figure 1. Types of issues (Prayudi, 2016)

There are several definitions of issue management put forward by various experts or institutes. To identify the definition of issue management, understanding the definition associated with the historical context is the most appropriate way. Here are some definitions from various sources:

1. Issue management includes identifying issues, analyzing issues, setting priorities, selecting program strategies, implementing action and communication programs and evaluating effectiveness (Bahoo et al., 2020).
2. Issue management is a program used by companies to increase knowledge of the public policy process and increase the effectiveness and novelty of the involvement of issue management in the public policy process (Michael & Larkin, 2002).

3. Issue management is the identification of the main issues that conflict with the company and the management of company responses to these issues. This process includes the initial identification of potential controversies, the development of company policies related to these issues, the creation of programs to carry out the policies, the implementation of these programs, communicating with the appropriate public about policies and programs, and evaluating the results (Alleyne & Howard, 2005; Shubber & Alzafiri, 2008).
4. Issue management is a management process where the aim is to help defend the market, reduce risk, create opportunities and manage the image as a corporate asset for the benefit of the company and its primary stakeholders. This is achieved by anticipating, researching and prioritizing issues; assess the impact of the issue on the company; recommend policies and strategies to minimize risks and increase opportunities, implement strategies; evaluate program impacts (Prayudi, 2016).

The definitions identified and explained chronologically above indicate the development of the definition, which is influenced in large part by various factors outside the company that have consequences for the activities of the company. The definition of issue management at the beginning of its emergence is more a response to the public's lack of trust in companies and authorities. While in its development, issue management is also intended to examine changes that can be opportunities for company development. Two points become the core of issue management, namely (1) early identification of issues that have a potential impact on the company, and (2) strategic responses designed to reduce or magnify the impact of emerging issues (Cutlip, 1962).

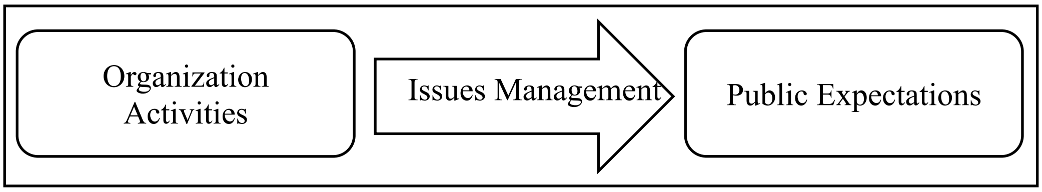

Figure 2. Issue management is an effort to overcome gaps (Prayudi, 2016)

The developed definition implies that the issue is not always negative. The issue also if managed is not always an obstacle, but can be an opportunity for company development and have an impact on the company's reputation. In addition to managerial expertise, the developed definition also contains an understanding of the importance of technical expertise in terms of in-depth research and communication skills to identify, analyze and then assess issues to provide advice at the management level. From the analysis of the definition, it can be interpreted that issue management is as follows: Issue management is a proactive process in managing potential, external or internal issues, trends or events, which has both negative and positive impacts on the company and makes the issue an opportunity to enhance the company's reputation. Efforts to manage issues are carried out by monitoring, identifying, analyzing, making strategic policies at the management level, implementing policies as measures to anticipate issues and evaluating the impact of policies in order to support the continuity of company activities (Prayudi, 2013, 2016; Rifa'i & Fadhli, 2013).

Modern Strategy Approach

SWOC analysis is a pretty heavy job because only with these alternatives can strategic plans be drawn up. Carefulness and truth see every factor absolutely necessary. Failure to analyze it means failing to find relationships and meeting points between strategic factors in the internal environment and those contained in the external environment. Aithal and Suresh Kumar stated that SWOC is the foundation for evaluating the internal potential and limitations and the probable / likely opportunities and threats from the external environment (Aithal & Kumar, 2015; David, 2011). Kearns in Salusu tries to identify five problems that are considered worthy of proper attention by CEOs in preparing a plan, here:

1. The missing link problem. The loss of the element of interrelation shows the failure in connecting the evaluation of external factors with the evaluation of internal factors. The results obtained by losing the link between the two evaluations are the birth of the wrong decision, which may have been costly.
2. The blue-sky problem. The problem of blue skies means that decision makers are too optimistic about opportunities in the environment. An attitude that is too fast and optimistic can result in an assessment of external and internal factors that do not match. Organizational strengths are overestimated while organizational weaknesses are forgotten or underestimated (Kock et al., 2008).
3. The silver lining problem. Conditions that are less encouraging is a situation that gives birth to problems because decision makers expect something in an unfavorable atmosphere. This problem arises when decision makers underestimate the influence of potential environmental threats. So, there is actually a threat, but often interprets the threat as a hidden opportunity.
4. The all things all people problem is the understanding that drives decision-makers to tend to focus on the weaknesses of the organization. Decision makers believe that their organizations should do all things equally well, departing from that view, spending much time to examine their weaknesses and also take various actions to correct those weaknesses. Decision makers often forget to have the potential or strength to improve service of quality.
5. They are putting the cart before the horse problem is an inverted activity. Decision makers immediately begin to develop strategies and follow up plans before they can clearly describe the strategic policy choices in carrying out their organizations. Indeed, most executives tend to take immediate action before devising a master organization strategy in detail, which serves as an umbrella for all strategies and planning.

In other literature, the term SWOC describes the same process as SWOT. The word Treat, which means the threat has a psychological value that creates its fear in carrying out organizational activities. The word challenge, which means challenge, has a more appropriate position in the paradigm of thinking because the challenge forces organizations with a paradigm to win in implementing organizational processes. Therefore, in this paper, the priority is the use of the word challenge rather than Treat. To make an organization/company planning requires a suitable Management Information System (MIS). Making a plan must be based on complete and adequate information. Policymakers of an organization should have easy access to information systems. So making information systems can help achieve organizational goals.

Table 1. SWOC Analysis Method

Internal/External Factors	Opportunities	Challanges
Strenghts	Comparative	Mobilization Advantage
Weaknesses	Investment/ Divestment	Damage Control

The Comparative Advantage issue gives organizations developing faster but must always be on the lookout for erratic changes in the environment. Managers must be able to take advantage of the Comparative Advantage issue by combining supportive planning. Organizational strength has a role in dealing with the Issue of Mobilization. Here executives should mobilize resources which are the strength of the organization to soften external threats. The investment/divestment issue can provide options for executives because the situation is blurred. The opportunity is compelling, but there is no ability of the organization to respond so that if the organization imposes a process, it can result in more significant losses. The issue of Damage Control, executives, use this issue by controlling losses so that they do not have a more significant impact.

Talent Management

Many companies say that employees are the most valuable assets for the company. However, the fact is that not many companies value the people in the organization as their most valuable assets that can have the most considerable influence on the survival of an organization. (Saomin Ali et al., 2019). This fact makes the strategy in managing Human Resources (HR) as one of the essential things and designing the best possible strategy to create competitive business people who can survive in the organization. so that the commitment and basis of good work in the company can become a corporate culture (Chen, 2015). The concept of corporate culture has been embedded in thought in the field of management, and the study of corporate or organizational culture developed more than six decades ago (Chen, 2015). Organizational culture is a set of values, beliefs and norms in an organization that influences the thoughts and actions of employees (Saomin Ali et al., 2019), thus having a significant impact on people's self-esteem, effectiveness, mental health productivity and employee welfare (Chen, 2015). Webber and Tabra have summarized the seven dimensions of organizational culture, namely the organization's approach to innovation and activity, the approach to risk-taking managers, lateral interdependence, top management contact and subordinate support, the culture of autonomy and decision making, organizational orientation for performance, and orientation towards rewards. Organizational culture has a significant impact on the success of an organization and can shape behaviour and performance in the organization (Idowu, 2017). Fey and Denison in 2003 stated that organizational culture influences many aspects of organizational performance, including financial performance, innovation, customer and employee satisfaction. Lee and Yu in 2004 said that the strength of organizational culture would be a source of competitive advantage and impact on organizational performance. Divakaran in 2012 stated an influential culture, brand and proportion of employee value is very important to attract and retain talented employees in the company, with more effective recruitment, higher employee satisfaction levels and more involvement, so that the level of employees leaving the company is low and reasonable wage control.

The term "the war for talent" became a trendy and rapidly developing field after Chamber, a consultant from McKinsey in 1998, introduced it. Talent is often interpreted by combining the terms quality and activity, so Davis et al. in 2007 interpreted talent as a specific talent or expertise possessed by someone, while Iles in 2013 argued that talent is a person's natural ability and as mastery (skills and knowledge that are systematically developed). Tansley delivered another opinion in 2011 which said that talent is not an innate ability but can be obtained and developed so that talent can drive business in the future (Saomin Ali et al., 2019). According to Iles et al. In 2010 there were four perspectives on TM actors: First, exclusive people have the view that talent is relatively narrow, that is, only people who can bring significant change to the organization both now and in the future. This adopts the statement that TM is HRM with a selective focus. Second, privileged positions, in this case, organizations that focus on key positions in the organization, assume that TM's starting point is identifying strategic work. People who occupy these positions are considered as talents, thus placing the best employees in strategic positions. Third, inclusive people have the potential to make everyone in the organization considered to have talent. They are tasked with managing all employees to provide high performance. This confirms that everyone has a role in the organization. Fourthly, Social Capital, which in this perspective, the organization must focus on increasing talent internally and retaining emerging stars. This is because company-specific factors have an impact on talent success, including resources and abilities, systems and processes, leadership, internal networks, training and team membership (Saomin Ali et al., 2019).

Results and Discussion

Changes in Consumer Behavior during the Pandemic Period and Possibilities Afterwards

COVID 19 Pandemic in Indonesia has been running for two months, since the first time the case was first announced by President Joko Widodo. Then a week after the President announced, DKI Jakarta Governor Anies Baswedan ordered social restrictions by stopping school activities and calling for office activities to be closed for the DKI Jakarta area so that people would stay at home temporarily. Because of the escalation, a large-scale social limitation or PSBB was implemented in DKI Jakarta, which was then followed by other regions in Indonesia. As a result of the PSBB, social restrictions that were in the form of appeals became coercive and followed by law enforcement, economic activity stopped except sectors related to many livelihoods, such as food and health. This situation causes a change in social habits and changes in consumer behavior suddenly. Another impact that is felt is that many SMEs in Indonesia have gone bankrupt and stopped doing business activities, while 37,000 SMEs in Indonesia have been affected by a pandemic. (Waseso, 2020). Changes in consumer behaviour are reflected in purchasing decision making, in general with this pandemic situation consumers will be motivated to carefully consider each stage of the decision because of the health risks associated with COVID 19 transmission and the situation of social restrictions. Behaviour change can be seen in three perspectives of decision making, namely Rational, Experimental and Behavioral. (Nurlatifah, 2020). Integrating SWOC analysis and financial strategies with talent management can be relevant in dealing with changes in consumer behavior during the pandemic and possibly beyond. Changes in consumer behavior during the pandemic, such as changes in purchasing patterns, product needs, and brand preferences, can affect an organization's financial performance. Therefore, organizations must develop adaptive and flexible financial strategies to accommodate changes in consumer behavior and ensure sustainable organizational performance.

In the context of developing an adaptive financial strategy, organizations can use the SWOC analysis approach to identify the strengths, weaknesses, opportunities, and challenges faced by the organization. This can help organizations optimize strengths and opportunities, and overcome weaknesses and challenges. On the other hand, financial strategies should be considered in the development of talent management strategies to ensure that the organization can retain potential employees or talents that are critical to achieving organizational goals (Malikah, 2021). In addition, in the face of changing consumer behavior, organizations must develop an adaptive talent management strategy. This can be done through talent identification, talent development, and talent retention that is done holistically and integrated with organizational goals. Through talent development that is integrated with organizational goals and financial strategies, organizations can develop employees who have the abilities and skills needed to deal with changes in consumer behavior (Hasanuddin, 2022); (Tangngisalu, 2022). In conclusion, changes in consumer behavior during the pandemic point to the importance of developing adaptive financial strategies and holistic and integrated talent management strategies. Organizations should consider integrating SWOC analysis and financial strategies with talent management in the development of financial and talent management strategies to achieve sustainable organizational performance. In the context of changing consumer behavior, organizations should develop adaptive financial strategies and adaptive talent management strategies to deal with the possibilities after the pandemic.

Rational

In this perspective, consumers in making rational buying decisions by emphasizing the functional and economical aspects. The most common thing, consumers will choose a brand that offers the best prices, features and services. In a pandemic situation, consumers no longer consider rationality, especially for goods that are the primary needs related to health protection. Items such as masks, hand sanitizers and disinfecting liquids will be purchased regardless of brand and at any price. The purchase decision is also based on the availability and ease of getting goods.

Experimental

Purchasing decision making is influenced by feelings related to product consumption. The purchase decision is based on getting a unique experience. Consumers decide to go to the cinema to watch a movie or listen to music by watching a live concert more because they want to experience a unique and different experience compared to watching a movie or listening to music at home. The experience of watching together with many people with a big screen or stage equipped with a good sound system becomes a sensation that will not be obtained if done at home. COVID 19 transmission occurs due to close interaction so that it will be very easily spread out in the crowd. By reason of fear of contracting COVID 19 consumers become reluctant to go to the cinema or to a music concert venue. In this situation to satisfy his desires consumers prefer to enjoy it at home and change their purchasing decisions with online products by subscribing to Netflix for example.

Behavioral

Purchasing decisions that are a response to environmental influences, for example, due to the atmosphere of a quiet and comfortable place. Consumers go to cafes or restaurants not only to enjoy food or drinks but more to enjoy a quiet and comfortable place where consumers can sit longer while working or chatting with business partners. With the reason of COVID 19 transmission, consumers are reluctant to visit and to get food that is preferred by consumers who prefer to take away or buy it using a delivery service.

Possible After Pandemic

Until when this pandemic ends, no one can be sure, public expectations before Eid will end. President Jokowi in the COVID 19 mitigation limited meeting on April 16, 2020, predicted that the pandemic would end until the end of 2020. When referring to the president's prediction, it would mean a change in social habits because the COVID 19 pandemic situation would take place for the next year. There is a widespread belief even though there is no scientific reference, but we should note that it takes 21 days to develop a person's habits, and these habits will become a lifestyle after 90 days. If we believe it means "coercion" habits because of a pandemic situation that is also followed by changes in consumer behaviour is likely to become a new healthy lifestyle or a new lifestyle like normal circumstances. Quoting from Hermawan Kartajaya's statement that a professional sees crisis as a danger while an entrepreneur sees crisis as an opportunity. The pandemic has triggered a crisis; therefore, this crisis should be addressed from the perspective of an entrepreneur who thinks how to survive during a crisis and prepares it when the crisis ends.

Solution and Recommendations

The problems that arise and develop in the previous section show that there are complex conditions that require various parties to make the best decisions in facing conditions that are very dynamic but are crisis in nature. Consumers as the main factor in the turning process of an economic / business cycle have a very significant impact on the business process and even the economy of a country. When consumers have the desire to change their behavior in determining decisions to use their assets, conditions that change economic patterns will begin. The condition as one of the factors has created a situation that raises issues, challenges, and a new system that forces all parties to form, discover, and even create new talents. Various forms of analysis to explore and solve existing problems become a theoretical reference, as in this discussion as an effort to provide a strategic planning approach in organizational management with an analytical integration model with an issue management perspective, SWOC and Talent Management.

Table 2. Solutions and Recommendations

Approaches	Solutions	Recommendations
Issue Management (Identifying issues, analyzing issues, setting priorities, selecting program strategies, implementing action and communication programs and evaluating effectiveness)	1. Provide an analysis of the results of identification on aspects that do not yet have publicity but have an impact. For example, on the issue of fuel reduction, the effect of potential outbreaks, the psychological issue of a pandemic 2. Give priority values to potentially harmful issues or even change to positive issues in the form of challenges (SWOC correlation) 3. Provide an overview of the implementation of the strategy and program communication (TM correlation)	1. Conduct an analysis of the results of identification on aspects that do not yet have publicity but have an impact. For example, on the issue of fuel reduction, the issue of potential outbreaks, the psychological issue of a pandemic 2. Determine the priority scale on issues that are potentially negative or even change into positive issues in the form of challenges (SWOC correlation) 3. Designing an overview model of strategy implementation and program communication (TM correlation)
SWOC Comparative, Mobilization Advantage, Investment/ Divestment, Damage Control	1. Provide external and internal factor analysis 2. Provide a positive paradigm for challenges	1. Analyzing external and internal factors 2. Form and instill a positive paradigm for challenges
Talent Management exclusive- people, exclusive-positions, inclusive-people, Social Capital	1. Providing analysis and mapping of talent so that they can do the placement according to their needs and be able to adapt well. 2. Creating and managing talent with challenging souls.	1. Conduct analysis and mapping of talents so that they can do the placement as needed and be able to adapt well. 2. Conducting strategies and efforts to create talent with challenging souls.

Source: (Prasnowo, 2020)

The approach table at the top shows the correlation patterns that give rise to other theoretical approaches to have implications for theory and practice, along with the emerging models.

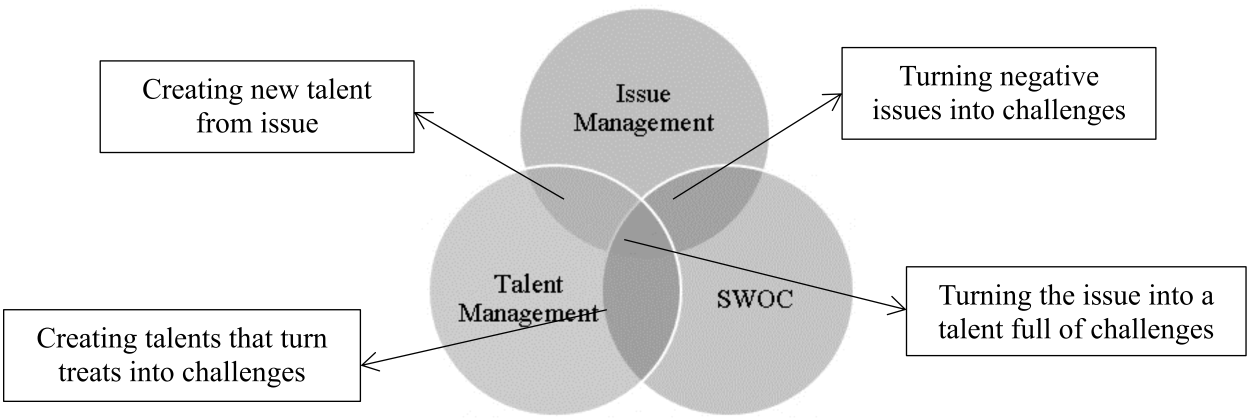

Figure 3. Relationship of approach variables (Prasnowo, 2020)

Discussing organizations can provide exciting findings, as well as independent research to improve relations and complement. As is the case in this discussion, it is necessary to emerge studies that can provide more in-depth research from the considerations that appear in this review. Following today's conditions, with a new normal name. Conditions that are ordered must be ready and reconcile with unseen enemies. Conditions that require making strategies by not thinking have enormous strength or have very many weaknesses. In the future new professions will emerge with the name "new talent", all of which emerge from today's issues. The readiness of leaders or taking policy in battles no longer need to be opponents. When the leader is not ready for battle, the system will replace or "new talent" with challenges that will shift its function. In the future, there will be talent readers and problem analyzers who have an excellent management information system, the role of humans in the formulation of strategies only at a philosophical level. A variety of challenging planning questions draw the next new talent more gaps or further research niches in the field of organizational planning strategies based on issues to arrange talents full of challenges.

In the previous discussion, we talked about the importance of combining SWOC analysis and financial strategies to achieve sustainable organizational performance. However, it is undeniable that a key factor in the success of this strategy is talent management. In this context, talent management can be defined as a series of activities that focus on the identification, development, and retention of talent or employees who have the potential to make the best contribution to the organization.

A study by McKinsey & Company found that organizations that have strong talent management can achieve better financial performance, faster growth, and higher innovation compared to organizations that do not have effective talent management. Therefore, talent management is important in the context of integrating SWOC analysis and financial strategies to achieve sustainable organizational performance.

First of all, talent identification is an important first step in talent management. Talent identification can be done through several methods, such as performance assessment, personality assessment, and potential assessment. In the context of SWOC analysis, talent identification should include an analysis of the strengths, weaknesses, opportunities, and challenges of the employee or potential talent. In terms of financial strategies, talent identification should include an analysis of the organization's financial needs and the employee's ability to contribute to the achievement of financial goals.

Once talent identification is done, the organization can develop a talent development program that aims to enhance the capabilities and potential of employees. Talent development programs can include training, mentoring, and continuous learning. In the context of SWOC analysis, talent development programs should include enhancing strengths and opportunities, as well as developing capabilities to overcome weaknesses and challenges. In terms of financial strategies, talent development programs should include developing the ability to contribute to the achievement of the organization's financial goals.

In addition to talent development, talent retention is also important in talent management. Organizations can improve talent retention by creating a positive work environment, providing good compensation and benefits, and providing clear career development opportunities. In the context of SWOC analysis, talent retention should include activities that aim to maintain strengths and opportunities, and address weaknesses and challenges. In terms of financial strategies, talent retention should include the development of compensation and benefits programs that match the financial needs of the organization. In an effort to integrate SWOC analysis and financial strategies with talent management, organizations can develop a talent management strategy that focuses on achieving sustainable organizational performance. This strategy should include talent identification, talent development, and talent retention in a holistic and integrated manner. In addition, the talent management strategy should be aligned with the organization's goals and vision, and accommodate the organization's financial needs. In the context of developing a talent management strategy, organizations should consider several key factors, including:

1. Organizational needs: Identify the needs of the organization in terms of talent and capabilities required to achieve organizational goals. This can be done through SWOC analysis and financial analysis.
2. Talent profile: Identify the talent profile or desired criteria of the employee or potential talent. This can be done through potential and personality assessments.
3. Talent development: Talent development is done through training, mentoring, and continuous learning that is integrated with organizational goals and financial strategies.
4. Talent retention: Talent retention is done through creating a positive work environment, providing good compensation and benefits, and providing clear career development opportunities.
5. Performance evaluation: Regular evaluation of employee performance to ensure that employees or potential talent have achieved organizational goals and expectations.

The implementation of a holistic and integrated talent management strategy can help organizations achieve sustainable performance. In the context of integrating SWOC analysis and financial strategies, talent management becomes a key factor in achieving sustainable organizational performance.

In terms of financial strategies, talent management should be a major consideration in the development of the organization's financial strategy. This can be done through the development of good compensation and benefits programs, the development of talent development programs that are integrated with the organization's financial goals, and the creation of a positive work environment.

In the context of SWOC analysis, talent management can help organizations optimize strengths and opportunities, and overcome weaknesses and challenges. Through holistic and integrated talent identification, talent development, and talent retention, organizations can achieve sustainable organizational performance. In conclusion, the integration of SWOC analysis and financial strategies with talent management is important in achieving sustainable organizational performance. In terms of financial strategies, talent management must be a major consideration in the development of the organization's financial strategy. In the context of SWOC analysis, talent management can help organizations optimize strengths and opportunities, and overcome weaknesses and challenges. Through talent identification, talent development, and talent retention conducted in a holistic and integrated manner, organizations can achieve sustainable organizational performance.

Conclusion

Plan strategies to manage the organization, ideally using strategic steps with an integrative and holistic approach. Conditions that force the entire organization/company to be able to adapt to influences both from within and from outside, create their patterns in planning strategies to ensure the sustainability of the business process of the organization/company. In this discussion, it provides an integrated form of strategic planning by combining three main approaches, namely: the issue management approach, strategy management and talent management. The issue management approach is used on the basis that a strategic problem arises from issues that have a negative value in the organization/company that can be the initial trigger of organizational upheaval so that the management of this issue is changed into a strategic step. From the issue approach comes the slice model in the form of "Creating new talent from issue" and "Turning negative issues into challenges". Furthermore, the strategic management approach by changing the old paradigm of threats into challenges is the first step towards sustainability for the organization/company, from the strategy management approach the slices of "Turning negative issues into challenges" and "Creating talents that turn treats into challenges". In the final part, using the talent management approach to bring new talents to face the new normal era, from the talent management approach, the slices "Creating new talent from issue" and "Creating talents that turn treats into challenges". So that integratively and holistically from the three approaches the points appear "Turning the issue into a talent full of challenges".

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