



The La Fonte Product Phenomenon: The use of International Corporate Strategy at Pt Bogasari Flour Mills for Pasta Products from Indonesia with Italian Names

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ABSTRACT

With today's technology, information is easily accessible from anywhere and anyone, from the Western world to the Eastern world. This is no exception for Indonesians. With this ease of access, foods that are typically enjoyed in Europe, also known as the Blue Continent, can also be enjoyed by people around Asia. This trend has been capitalized on by several companies to make it easier for people to enjoy foods similar to those from Europe. Pasta is one example of a food that can now be enjoyed by people around Asia thanks to technological advances that make it easy for people to obtain information. This Italian food, made from wheat, turns out to be suitable for the Indonesian palate, as Indonesians often consume wheat as a staple food. This has led to the creation of an Indonesian product based on Italian philosophy to innovate wheat-based foods. It turns out that neighboring countries also have similar wheat-based food consumption patterns, which ultimately creates opportunities for pasta to expand into several neighboring countries close to Indonesia. Such as Malaysia, the Philippines, Thailand, Japan, and even Korea. This article discusses how PT Bogasari Flour Mills uses international strategies to expand La Fonte pasta products into the global market.

INTRODUCTION

Who would have thought that the pasta we have been enjoying at our dining tables did not originate in Italy, but rather from local factories in Indonesia? According to the Tempo.com news site, the history of pasta in Indonesia can be traced back not only to the era of European colonialism, but even further back to the period of Chinese cultural influence in Indonesia. Food historian Fadly Rahman explains that noodles, which are part of pasta, were introduced to Indonesia by the Chinese during the era of the Nusantara kingdoms. The Chinese people have long been associated with the tradition of creating and enjoying food known as “mi.” Meanwhile, pasta products in the forms we know today, such as spaghetti, fettuccine, macaroni, fusilli, and many more, were introduced by people from Europe, specifically during the colonial era. Not only ‘mi’, Indonesia was not even familiar with the forms of pasta that are widely known today. It is said that pasta was known to Indonesians since the 19th century, especially in the 1870s. “The flow of food imports from Europe, such as cheese and pasta, which could be distributed from Europe to Indonesia, increased in quantity,” said Fadly. Pasta was not brought directly by Italians to Indonesia because there was no close relationship between Italy and Indonesia at that time. Pasta was brought through Dutch intermediaries. (Khairunnisa and Agmasari, 2020)

Today's younger generation is increasingly open to foreign foods, including pasta. Spaghetti has become a favorite food choice, especially among young people. In Indonesia, spaghetti has undergone many variations. In addition to the familiar spaghetti bolognese and carbonara, we can find fried spaghetti, Padang sauce spaghetti, and many other creations. Spaghetti can be found in various places, from fancy restaurants to simple food stalls. Even many supermarkets sell various types of pasta, pasta sauces, and other complementary ingredients. Spaghetti has become an integral part of Indonesian cuisine. Its long journey from Italy to becoming a popular dish in Indonesia shows how flexible and easy it is to adapt spaghetti to various cultures. (Sriyanto, 2024)

The pasta market in Indonesia was worth USD 2.41 billion (calculated at retail prices) in 2015. By 2025, the pasta market in Indonesia is expected to reach USD 6.33 billion (at retail prices), representing a CAGR of 7.65% per year for the period 2020-2025. This figure is lower than the growth of around 14.24% per year recorded in 2015-2019. Average per capita consumption in value reached 9.46 USD per capita (in retail prices) in 2015. Over the next five years, consumption is expected to grow at a CAGR of 12.97% per year. In the medium term (by 2025), this indicator is expected to slow down and increase at a CAGR of 5.66% per year. (Strategy, 2021)

The figure of USD 2.41 billion proves that Indonesians' interest in this Italian food is quite high. It could even become a daily food for Indonesians. This has led several companies to compete to make pasta as easy to prepare as instant noodles, which are widely known to the general public. The time saved when consuming ready-made pasta products is significant compared to making pasta from scratch. This has increased interest in pasta among people who want

to consume it. PT Bogasari Flour Mills has also responded to this trend by creating a pasta product with an Italian name, La Fonte. The La Fonte product was finally launched as the first pasta product in 1991.

When a company chooses a strategy, its leaders will make other choices or alternative plans in order to compete with other companies, as a way to decide how the company will address strategic competitiveness in a market. The chosen strategy will reveal what the company will and will not do. A strategy can be said to be successful if the company can reduce the level of risk or the worst possible scenario that could occur in the future. Therefore, the company must be able to manage all possible risks effectively and efficiently. Thus, with a strategy in place, company leaders can make decisions that can influence the market or determine the direction to be taken, and ultimately the company can achieve sustainability in line with expectations. (Chang *et al.*, 2023)

In the modern era of 4.0, all companies are forced to expand their markets beyond the domestic sphere. Companies must be able to expand their products to neighboring countries or even to other countries in order to increase the value of their products. After succeeding in the domestic market, PT Bogasari Flour Mills, with its La Fonte product, began exporting La Fonte products using an international corporate strategy, commonly known as corporate strategy international, to attract consumers who have tastes similar to those of Indonesians.

An international strategy can be defined as a comprehensive framework that guides a company's decisions and actions in developing and managing its business operations in foreign markets. It includes an in-depth analysis of opportunities and threats in the global arena, as well as the utilization of the company's competitive advantages to achieve success at the international level. In short, it is a blueprint that guides how a company will compete and grow beyond its national borders. Meanwhile, Velocity Global also emphasizes that international strategy is not just about expansion, but also includes adapting to global dynamics. This involves market research, risk analysis, legal compliance, and the use of technology or outsourcing to support the global transition process. International strategy allows companies to expand their business reach without losing their core identity.

In today's modern era, international strategy has become the choice of many companies, because their products or services can be traded not only in the domestic market, but also in markets outside the company's domestic market. In other words, all applicable business activities will cross national borders. In some cases, companies that implement international corporate strategies vary greatly on the global stage, as they compete in many regions that are not part of their domestic markets. (Chang *et al.*, 2023)

PT Bogasari Flour Mills, as a pasta manufacturer, did not waste this opportunity. By employing international corporate strategies, the company successfully attracted consumers from several countries, such as the Philippines, Korea, and Japan. This further strengthened PT Bogasari Flour Mills' market leadership. PT Bogasari has made significant progress in terms of

production capacity. They have established many new factories spread across various regions in Indonesia. In addition, PT Bogasari also greatly helps the Indonesian economy because wheat flour is an important export commodity.

The problem statement in this article is: How does the trend of food globalization influence local companies' decisions to adopt foreign-style branding strategies?

This is an interesting topic because La Fonte products are often known as products originating from Italy rather than Indonesia. The value created by PT Bogasari Flour Mills makes people who enjoy these pasta products feel as if they are eating food from Europe, even though the products actually originate from Indonesia. The use of a product name that takes its characteristics from the origin of pasta has resulted in PT Bogasari Flour Mills reaping huge profits in the domestic market and also successfully exporting La Fonte products to several Asian countries by implementing an international corporate strategy.

Explaining the implementation of international corporate strategy at PT Bogasari Flour Mills, which has successfully gained consumers from several countries and has also succeeded in maintaining customer loyalty to La Fonte pasta products. Another objective is to study the opportunities and threats faced by PT Bogasari Flour Mills after implementing its international corporate strategy, which still has some shortcomings in attracting consumers who are not familiar with La Fonte pasta products. Ultimately, the international corporate strategy can be applied by other companies if they wish to export their products.

LITERATURE REVIEW

Pasta

Pasta is a food product that is often served in Italian cuisine, made from unleavened dough consisting mainly of durum wheat flour (semolina) combined with water or eggs, and shaped into sheets or various other forms. This food is then cooked by boiling or baking. In Indonesia, there are many types of pasta that are commonly enjoyed, such as spaghetti, macaroni, and lasagna. However, there are many other types of pasta, such as vermicelli, fettuccine, fusilli, penne, ravioli, and so on.

Pasta is made from semolina flour, which is the final stage of durum wheat milling, and mixed with eggs to give it a bright yellow color. When cooked according to the instructions, it will have a slightly chewy texture. Outside of its country of origin, Italy, pasta is usually sold in packages in dried form. Dried pasta is made in factories using extrusion machines that push the pasta dough through sieve holes. Other shapes of pasta are obtained by grinding the pasta dough into sheets which are then cut or molded.

The difficulty of making pasta without using a machine led to the creation of La Fonte products. La Fonte provides convenience so that pasta lovers don't have to go to the trouble of making pasta from scratch.

La Fonte

La Fonte is one of Bogasari's products. The company is engaged in processing wheat into wheat flour. One of Bogasari's innovations is pasta products. In 1981, the company operated the first pasta factory in Indonesia,

producing Italian foods such as spaghetti, spaghettini, fettuccine, vermicelli, and macaroni under the La Fonte brand. However, this study will focus on pasta products. According to the Bogasari website, in the pasta-making process, the raw material, semolina (similar to wheat flour, but with a coarse grain like sand), is mixed with water until it forms a dough. After the mixing process is complete, the dough is molded and dried. (Apriliani, 2024)

PT Bogasari Flour Mills has become a successful pasta manufacturer, with La Fonte products accounting for one of its largest sources of income.

PT Bogasari Flour Mills

PT. Indofood Sukses Makmur Tbk's Bogasari division is a subsidiary of the Indofood group, where PT. ISM Tbk's Bogasari division focuses on wheat flour, from raw materials to production, packaging, and other wheat-based product innovations. PT. Indofood Sukses Makmur Tbk's Bogasari division was established in 1969, located in Tanjung Priok, North Jakarta, as its first factory, producing several wheat flour products such as Cakra Kembar, Segitiga Biru, and Kunci Biru. To date, PT. Indofood Sukses Makmur Tbk's Bogasari division has two flagship products, namely wheat flour and pasta. For wheat flour, Bogasari has several brands such as Taj Mahal, Lencana Merah, Kunci Biru, Segitiga Biru, Cakra Kembar, and Cakra Kembar Emas. As for pasta products, Bogasari has two brands, namely Sendani and La Fonte.

Its success in becoming the market leader in pasta products has led PT Bogasari Flour Mills to seek other opportunities in the international market, where consumers are interested in the pasta products owned by PT Bogasari Flour Mills.

Corporate Strategy International

Corporate Strategy International, commonly known as international corporate strategy, is a company development practice aimed at expanding its scope and developing its business in markets that are not only domestic but also global. A company is said to have successfully implemented an international strategy when its products or services can be sold to consumers outside its domestic market. Similarly, corporate strategy international can produce more than one benefit, such as gaining brand trust at a global level, opening up new markets, expanding the company's scope, gaining a competitive advantage based on location, satisfying global customers, and so on. The analysis has produced three strategies for internationalizing a product or service. The three types of strategies that can be applied are global strategy, transnational strategy, and multidomestic strategy. (Wasil, 2023)

In practice, each type of global expansion strategy offers unique benefits for companies seeking to expand their global business footprint:

1. Global Strategy

Global companies coordinate their operations in foreign markets to take advantage of the benefits offered by each country, while centralizing all decisions at headquarters.

2. Multidomestic Strategy

Multidomestic companies seek to tailor their products and services to local markets thanks to foreign subsidiaries that have a high degree of independence from headquarters. Their products are tailored to local tastes,

which can give them a competitive advantage over international companies in foreign markets.

3. Transnational Strategy

This type of strategy can be seen as a combination of global and multidomestic strategies. Decisions are made jointly by headquarters and affiliated foreign subsidiaries, while products and services are tailored to local markets.

Unlike other types of multinational companies, foreign subsidiaries in international companies act as retailers of products exported from headquarters. Furthermore, international strategies place greater emphasis on revenue from domestic markets than on revenue from foreign markets. Therefore, revenue generated abroad can be considered supplementary to revenue generated domestically. Conversely, in all other types of global expansion strategies, activities in foreign markets are as important, if not more important, than activities in domestic markets.

METHODOLOGY

Qualitative research design is a way of deepening writing that emphasizes analysis or description. In the qualitative research process, the thematic perspective is emphasized and researchers are guided by theoretical foundations so that the research process responds to the facts they find during the research. Qualitative research methods aim to explain phenomena in depth and are carried out by collecting as much information as possible.

Furthermore, this research is descriptive-analytical in nature. This is because descriptive analysis is a research method that involves collecting data as it is, then compiling, processing, and analyzing it to provide an overview of the issues at hand. The objective is to explore and examine the implementation of international corporate strategy based on scientific literature from previous studies on other companies, as well as to gather information from national news published by national news websites.

RESULT AND DISCUSSION

After becoming a well-known brand in the domestic pasta market for approximately 10 years (1981-1991), PT Bogasari Flour Mills exported its first La Fonte products in 1991. The Philippines, Korea, Hong Kong, Thailand, and Malaysia were the first countries to become export destinations. These countries were chosen due to the high demand for wheat-based foods or foods similar to noodles. The difficulty of entering these markets also posed a challenge for PT Bogasari Flour Mills. One of the difficulties faced was competition with traditional foods that were already ingrained in the local communities.

However, PT Bogasari Flour Mills believes that La Fonte products can enter these markets because of the public's interest in trying global trends that have gone worldwide. Who doesn't know pasta? It is a very typical food from Italy. Many young people today are very open to trends that are different from those around them, including the food they consume. Ultimately, La Fonte products have become one of the products accepted by the aforementioned countries. Combined with the ease of cooking provided by La Fonte products,

this has become one of the advantages created by PT Bogasari Flour Mills to gain loyal consumers for La Fonte pasta products.

After successfully exporting La Fonte pasta products to the international market, PT Bogasari Flour Mills has always instilled a culture of innovation in all its employees, which has been a factor in the success of these exports. This has led to the creation of La Fonte pasta in other shapes, such as Fettuccine, Long Macaroni, Elbow Macaroni, Spiral Macaroni, and others.

In its marketing strategy, PT Indofood Bogasari Flour Mills employs various methods to increase sales, such as digital branding, creating product differentiation every year, and holding special events for certain products. This keeps consumers eagerly awaiting the products created by PT Bogasari Flour Mills. Consumers want to enjoy different versions of pasta to get the latest flavors without changing their pasta consumption.

The marketing strategy implemented is also subject to analysis by PT Bogasari Flour Mills before entering markets that are different from the domestic market. When analyzed using the SWOT (Strengths, Weaknesses, Opportunities, Threats) method, we can see that La Fonte products do indeed have appeal that can attract consumers who are different from those in the domestic market.

SWOT Analysis of La Fonte Pasta Products

1. Strength

La Fonte is the market leader in pasta in Indonesia and is currently the market leader in Southeast Asia with a strong domestic market share. This is a compelling reason to attract consumers, as its long-standing presence in the domestic market is proof that La Fonte products are of excellent quality. The products are made from high-quality ingredients, namely selected durum wheat, which produces pasta with a chewy texture and authentic taste, just like pasta from its homeland, Italy. La Fonte offers the best quality with a variety of distinctive European flavors. La Fonte itself has a complete range of products, from spaghetti, macaroni, and fusilli to pasta sauces and instant pasta, which meet the diverse needs of consumers from various countries.

This is supported by Indofood's extensive distribution network, which reaches domestic markets and exports to various countries such as the Philippines, Korea, and Japan. PT Bogasari Flour Mills took advantage of Indofood's extensive network by offering their products, and as a result, PT Bogasari Flour Mills was acquired by PT Indofood as a subsidiary. From this merger, PT Bogasari gained many benefits, one of which was access to a distribution network. This allowed La Fonte products to build a strong brand reputation and maintain consistent quality and taste those consumers love.

2. Weakness

Dependence on imported durum wheat raw materials can affect production costs and selling prices. Although Indonesia has the opportunity to become a country rich in wheat, it is still heavily dependent on wheat imports from several countries. As a result, companies that produce wheat-based products, such as PT Bogasari Flour Mills, are at a disadvantage compared to

their global competitors. Companies from countries rich in wheat can set lower prices for their pasta products.

In addition, La Fonte products do not have any notable differences. In terms of taste, packaging, innovation, or support services, consumers in the international market may consider them to be the same as other existing pasta products. This makes it difficult for La Fonte to compete and attract consumers in a highly competitive market. This weakness is particularly significant if La Fonte products want to enter a market that already has competitors with designs that differentiate their brands from others.

3. Opportunities

The potential for export market expansion to new countries in Asia, Africa, and the Middle East that are beginning to adopt Western lifestyles and foods. This creates an opportunity for PT Bogasari Flour Mills to further expand the La Fonte product brand globally, especially with the successful expansion of La Fonte pasta products in Nigeria.

The opportunities for La Fonte products do not stop there. With the increasing global trend of practical food and instant pasta consumption among busy modern consumers, this is an opportunity that can be seized by PT Bogasari Flour Mills, which basically has strength in practical foods. The short time required to make pasta from La Fonte products can be an option for some people who don't have time for breakfast and choose to bring lunch to work. Therefore, purchasing La Fonte products to stock up on food can be a significant opportunity for people who are busy with their work.

Opportunities for product innovation by developing healthy, organic, or gluten-free pasta variants to reach specific market segments are currently being pursued by PT Bogasari Flour Mills as a means of attracting consumers who have difficulty enjoying pasta in the usual way. The use of durum wheat, which is rich in carbohydrates, provides sufficient energy for daily activities. La Fonte also contains fiber that aids digestion, reduces cholesterol levels, and provides a longer feeling of fullness, thereby helping to control weight. Lastly, La Fonte can be part of a balanced diet, especially when combined with vegetables, healthy oils, and other proteins, helping to maintain blood sugar levels and support weight loss when consumed in moderation.

4. Threats

Fluctuations in wheat prices and logistics costs can increase product prices, forcing PT Bogasari to find other ways to address this threat. Added to this is the risk of global supply chain disruptions that can affect the availability of raw materials and product distribution, making La Fonte products unsustainable. This will also cause consumers to switch to cheaper pasta products or pasta products that are still available on market shelves. However, PT Bogasari Flour Mills has experienced such events before, considering that PT Bogasari Flour Mills has been operating for 56 years and has faced various global issues.

Perhaps the real threat facing La Fonte products today is rapid changes in consumer preferences and strict food regulations in the international export market, requiring La Fonte products to create a newer personal branding so

that consumer food preferences do not stray too far from the products already created by PT Bogasari Flour Mills.

Application of International Corporate Strategy to La Fonte Pasta Products by PT Bogasari Flour Mills

Following the successful expansion of La Fonte products by PT Bogasari Flour Mills, it appears that the strategy employed by PT Bogasari is a global strategy.

A global strategy involves standardizing products and services across all markets to achieve economies of scale. The company centralizes operations and focuses on efficiency and consistency. Although this approach reduces costs, it may not adequately address local market nuances and preferences. Companies that use a global strategy sacrifice responsiveness to local requirements in each market in order to emphasize lower costs and greater efficiency. This strategy is the opposite of a multidomestic strategy. Minor modifications to products and services may be made in various markets, but a global strategy emphasizes the need to achieve low costs and economies of scale by offering essentially the same products or services in every market.

In this case, PT Bogasari Flour Mills did not make significant changes to La Fonte products. Instead, they have introduced Western food standards to their target market. PT Bogasari believes that by providing these standards, consumers will be satisfied because they can enjoy foods from other parts of the world and follow global trends by enjoying foods that are popular worldwide. PT Bogasari Flour Mills has developed high-quality La Fonte pasta products that are different from its competitors' products, so even though the price is higher, consumers accept it because of its superior quality. This differentiation strategy allows PT Bogasari Flour Mills to maintain its position as the market leader in the pasta market, not only in Indonesia but also in various countries in Asia and Africa, such as the Philippines, Korea, Hong Kong, Thailand, Malaysia, Bahrain, and even Nigeria, with a marketing share of around 50% in the international market and 50% in the domestic market. This strategy demonstrates the company's orientation towards global market penetration and development in the Asia and Africa regions.

Although La Fonte is an Indonesian product, its branding carries the image of high-quality Italian pasta, giving it a strong point of differentiation in the minds of consumers. This helps La Fonte compete with imported products and strengthens consumer confidence in the quality of the product. This has made La Fonte the most memorable brand for consumers (top of mind).

Although La Fonte is an Indonesian product, its branding carries the image of high-quality Italian pasta, giving it a strong point of differentiation in the minds of consumers. This helps La Fonte compete with imported products and strengthens consumer confidence in product quality. La Fonte has successfully become the most memorable brand (top of mind) in the pasta category, with a high brand recognition rate of 65%, demonstrating the success of a strong and effective branding strategy in building the product's image in the international market. Through creative marketing campaigns, La Fonte also positions pasta as a food that is not only for Western dishes or special occasions, but also as an ingredient that is easy to prepare and suitable for everyday

consumption. This has changed consumers' perception of pasta from being an expensive and exclusive food to a more familiar and affordable one.

The global strategy implemented by PT Bogasari Flour Mills for La Fonte products has led to long-term success in the international market, which was also made possible with the help of PT Indofood. PT Bogasari Flour Mills, a subsidiary of PT Indofood, utilizes PT Indofood's distribution network, enabling it to expand even to the African continent, specifically to Nigeria.

PT Bogasari Flour Mills positions La Fonte products as premium pasta produced by a leading company in Indonesia, which is also the largest wheat flour producer in Southeast Asia. This brand is the market leader in the pasta category and has successfully penetrated export markets in countries such as the Philippines, Korea, and Japan. This has created the La Fonte brand as a quality and trusted pasta brand, attracting consumers not only in the domestic market but also in the international market.

PT Bogasari Flour Mills' Success in Capturing the Global Market

PT Bogasari Flour Mills has shown significant success in the international expansion of its La Fonte brand pasta products. These products are currently exported to more than 20 countries, covering regions in Asia such as the Philippines, Japan, South Korea, Thailand, Malaysia, Vietnam, and Hong Kong, as well as the Middle East and Africa, including Bahrain, Kuwait, the United Arab Emirates, Nigeria, and Zambia. Since beginning pasta production in 1991 with a capacity of 60,000 tons per year, Bogasari has continued to increase its capacity and quality, supported by international quality certifications such as ISO 9001 and ISO 22000. Approximately 70% to 95% of total pasta production is allocated to the export market, making exports the company's main focus for this product line.

La Fonte's export success is not only demonstrated through the penetration of its own brand, but also through its OEM manufacturing strategy for various well-known brands. For example, Bogasari produces Del Monte brand spaghetti for the Philippine market with an export volume of around 6,000 tons per year, and has successfully captured 12-13% of the premium market share there. In Thailand, Bogasari produces spaghetti for the Best Foods (Unilever) brand with a volume of around 2,000 tons per year. In addition, exports of the La Fonte brand itself to Japan reach around 4,000 tons per year, making this product one of the top 10 players in the Japanese pasta market, with an estimated market share of 4%.

Bogasari's strategy of combining production for its own brand and international partner brands has successfully strengthened its position as the largest pasta producer in Southeast Asia. With the support of large-scale production infrastructure and product quality that meets global standards, Bogasari has succeeded in making La Fonte one of Indonesia's pasta brands that is able to compete globally and become a symbol of the success of Indonesian processed food exports to the world market.

Overall, the following are indicators of the success of this expansion:

- Initial capacity (1991): ±60,000 tons/year
- Bogasari's current total capacity is nearly 4.4 million tons for flour and pasta.

- Pasta export ratio: 60–80% of production, recently around 60% for export.
- Export countries: >20 countries in Asia, the Middle East, and Africa.
- OEM volume: Philippines (Del Monte/Virginia) ~6,000 tons;
- Thailand (Best Foods, etc.) ~2,000 tons.
- La Fonte exports to Japan: ~4,000 tons, Top 10 Japanese market (~4%).
- ASEAN/global certifications: ISO 9001 (1996), ISO 22000 (2007).

With large-scale production, high quality standards, diversified brand & OEM strategies, and extensive global market reach, PT Bogasari Solid has successfully established La Fonte as an internationally competitive Indonesian pasta brand and one of Indonesia's most successful processed food exports.

CONCLUSION AND RECOMMEDATIONS

Overall, it can be said that PT Bogasari Flour Mills has successfully implemented its International Corporate Strategy for its La Fonte pasta products, as evidenced by the fact that La Fonte products have been accepted by markets such as the Philippines, Korea, Hong Kong, Thailand, Malaysia, Bahrain, and even Nigeria, which have an interest in European culture and enjoy wheat-based foods.

PT Bogasari Flour Mills also took advantage of the globalization of food to develop its pasta product, La Fonte, which was inspired by Italian cuisine. By using an international corporate strategy, the company successfully penetrated international markets, including countries in Asia and the Middle East, by adapting flavors to suit local consumer preferences. La Fonte products not only offer ease of preparation, but also high quality that meets international standards. The journey of La Fonte products from the domestic market to the export market demonstrates PT Bogasari's success in innovating and adapting to consumer needs. With an effective marketing approach and the use of an extensive distribution network, this product has succeeded in becoming the market leader in Indonesia and has gained recognition in the international market. A SWOT analysis also shows that despite challenges, such as dependence on imported raw materials, opportunities for expansion and product innovation remain wide open.

The success of La Fonte products reflects PT Bogasari Flour Mills' ability to execute the right business strategies and adapt well to global market dynamics. With a commitment to continuous innovation and maintaining quality, the company is in a strong position to continue growing and competing in the global market.

Recommendations for further research are to provide more recent data on the success of PT Bogasari Flour Mills in expanding into the international market. Research should also be conducted on other products. In this way, further research can add to the profit ratio obtained by PT Bogasari Flour Mills in expanding all of their products.

Another suggestion is to conduct research on the influence of PT Indofood in assisting PT Bogasari Flour Mills so that it can sustain the sales of its products.

FURTHER STUDY

This study still has limitations, so further research on this topic is needed “The La Fonte Product Phenomenon: The use of International Corporate Strategy at Pt Bogasari Flour Mills for Pasta Products from Indonesiawith Italian Names”

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