



# Competitive Strategy Formulation Through SWOT and QSPM on PJAP Services Owned by Tax Center Polibatam

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**Abstract.** Tax Center Polibatam will soon establish a business unit called Taxation Application Service Provider (PJAP). This service will be the first tax education service provider center in Batam. As a business unit that will be developed in the future, it is necessary to design the right competitive strategy so that the service can win the target market through its competitive advantage. The purpose of this research is to design a competitive strategy formulation for Tax Center Polibatam's PJAP service through SWOT and QSPM. This research uses descriptive analysis through a quantitative approach using purposive sampling technique. Based on SWOT analysis, the IFE and EFE matrices are formed and get a score of 2.67 and 3.08, placing the service in quadrant II in the IE matrix. Then, the SWOT matrix produces 3 alternative strategies that will be evaluated using the QSPM matrix to determine the right competitive strategy formulation. So that the priority strategy based on the analysis is to increase brand awareness with a total STAS of 4.15.

**Keywords:** Competitive Strategy, PJAP, SWOT, QSPM.

## 1 Introduction

### 1.1 Background

Over the past decade, competition in the business world has increased, both in the manufacturing and service industries. Starting a business can be easy for anyone, especially for beginners with large capital. But to keep a business profitable is a challenge that not everyone can overcome. The ability of a business to compete with its competitors will determine the business remains the choice of the market, many businesses must go out of business because the capital does not return or lose money.

To develop an effective competitive strategy, a business needs to match its internal strengths with the external forces that exist in its business environment. The development of this competitive strategy aims to enable businesses to objectively identify external and internal conditions so as to enable businesses to anticipate changes in the

business environment, which is the key to gaining a competitive advantage and offering products that suit consumer needs.

Polibatam's Tax Center will soon form a business unit called Taxation Application Service Provider (PJAP). In Indonesia, there are already 13 PJAP services directly appointed by the Directorate General of Taxes to provide taxation services [1]. The PJAP service established by Tax Center Polibatam will be the first taxation education service provider center in Batam.

As a business unit that will be developed in the future, it is necessary to design the right competitive strategy so that the PJAP service owned by the Polibatam Tax Center can win the target market through its competitive advantages. PJAP Tax Center Polibatam services need to first recognize their strengths and weaknesses and take advantage of every opportunity and minimize existing threats. One method commonly used to design business strategies is SWOT Analysis and Quantitative Strategic Planning Matrix (QSPM).

SWOT is one of the most commonly used strategic analysis tools in the business world. SWOT analysis can also identify factors that support the organization in achieving its goals, as well as classify obstacles that are dominant or need to be reduced to achieve the desired results [2]. SWOT analysis can be complemented by the IFE, EFE, IE Matrix which is an integral part of many strategic management approaches. The IFE, EFE and IE Matrix can help business owners understand the external and internal context of the Company. Assessment of the external environment and company profile allows management to find various opportunities that may arise and can be utilized [3].

The results of these matrices are the starting point in strategy development, and in its application it needs to be combined with QSPM analysis as a strategic analysis tool used in business strategy design. QSPM will enable Tax Center Polibatam's PJAP service to evaluate and compare strategy alternatives based on critical factors and strategic priorities. By systematically analyzing and comparing strategy alternatives, Polibatam's Tax Center PJAP Service can optimize resources and direct efforts in the most effective direction to achieve long-term business goals. Subsequent paragraphs, however, are indented.

## **2. Theoretical Studies**

### **2.1 Taxation Application Service Provider**

Taxation Application Service Provider is a provider of tax application services aimed at taxpayers and also provides supporting applications for taxpayers selected by the Director General of Taxes [1].

### **2.2 Competitive Strategy**

Strategy is a large and long-term plan designed to interact with the competitive environment with the aim of achieving company goals [4]. The purpose of a competitive strategy is to find a position in the industry where the company can optimally protect itself against competitive pressures [5].

## 2.3 Analysis of the Company's Environment

### 2.3.1 Internal Factor Evaluation

The IFE matrix is used to evaluate the company's internal factors related to strengths and weaknesses that are considered significant. Data and information regarding the internal aspects of the company can be obtained from various company functions, such as business resources, operations, finance, and marketing [6].

### 2.3.2 External Factor Evaluation

The EFE matrix is used to evaluate the company's external factors. The information is collected to analyze issues related to the economic, social, cultural, environmental, political, governance, legal, technological, and competitive aspects of the industrial market in which the company is located [6].

## 2.4 Internal-External Matrix

The IE matrix combines the results of the IFE and EFE to determine the company's strategic position in a quadrant matrix. It provides a comprehensive view of the internal and external factors that can shape the company's strategy [7]. Provides a comprehensive view of the internal and external factors that can shape corporate strategy [7].

## 2.5 SWOT Analysis

SWOT analysis involves identifying factors both internal and external that affect an organization, followed by an evaluation of the strengths, weaknesses, opportunities, and threats detected [8]. SWOT analysis involves comparing external factors in the form of opportunities and threats with internal factors in the form of strengths and weaknesses [3]. Using the SWOT matrix, companies can create Strengths-Opportunities (S-O), Weaknesses-Opportunities (W-O), Strengths-Threats (S-T), and Weaknesses-Threats (W-T) strategies to identify strengths, weaknesses, and opportunities [9].

## 2.6 Quantitative Strategic Matrix Planning (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) technique is an analytical technique intended to measure the relative attractiveness of various alternative actions [10]. According to [11] the six steps needed to develop QSPM are as follows:

1. List the external opportunities/threats and key internal strengths/weaknesses of the company in the left column of the QSPM. This information should be taken directly from the EFE and IFE matrices.
2. Assign a weight to each of the internal and external factors. These weights are from the EFE IFE matrix and are presented in the right-hand column of the external and internal key success factors.
3. Evaluate the stage 2 (matching) matrix, and identify alternative strategies that the organization should consider implementing. Record these strategies on the top row of the QSPM. Group the strategies into independent sets if possible.

4. Determine the attractiveness score (AS) by evaluating each key internal or external factor. The range for the attractiveness score is 1 = not attractive, 2 = somewhat attractive, 3 = moderately attractive, 4 = very attractive.
5. Calculate the total attractiveness score (TAS). The total attractiveness score indicates the relative attractiveness of each relative strategy, considering only the influence of the closest internal or external key success factors. The higher the total attractiveness score, the strategy alternative is the solution.
6. Calculate the sum of the total attractiveness scores. The summation of the total attractiveness value (TAS) reveals which strategy is the most attractive from each set of alternatives. A higher value indicates a more attractive strategy, taking into account all relevant internal and external factors that may influence the strategic decision.

### 3. Research Method

This research uses descriptive analysis with a quantitative approach. The object of this research is the PJAP service owned by Tax Center Polibatam. The data in this study were collected through various methods including desk research, interviews and questionnaires.

This research uses SWOT and QSPM. The following are three stages of data analysis based on [12].

- 1) The input stage uses external and internal analysis of the company which is described through an internal factor evaluation and external factor evaluation matrix by giving weights to each internal and external factor of PJAP services owned by Tax Center Polibatam.
- 2) Matching Stage After calculating the weights, ratings, and weighted values in the IFE and EFE matrices, the next stage, namely matching, is carried out to design strategy formulations through the IE matrix and SWOT matrix.
- 3) Decision Stage the Decision Stage involves analysis and decision making regarding strategy formulation. QSPM is a strategic analysis technique used to assess the relative attractiveness of various strategic alternatives, indicating the best strategic alternative. The steps to formulate QSPM are as follows:
  - a. Compile the internal and external factors that have been identified.
  - b. Give weight to each internal and external factor based on the weights in the IFE and EFE matrix.
  - c. Recalculate and rank the alternative strategies obtained from the matching stage. The highest rank represents the highest value in the QSPM calculation and becomes the priority strategy.  
Determine the Attractiveness Score (AS) with values:  
Value 1: Unattractive  
Value 2: Moderately Attractive  
Value 3: Attractive  
Value 4: Very Attractive

## 4. Results and Discussion

### 4.1 Internal Analysis of the Corporate Environment (Polibatam Tax Center Service)

**Table 1. Internal Analysis Tax Center Polibatam**

Internal Factors	Analysis
Company Re-sources	<ul style="list-style-type: none"> <li>Financial aspects: Still done manually and unstructured.</li> <li>Human resources: Polibatam Tax Center consists of accounting study program lecturers in the field of taxation who collaborate with the Polibatam Software Team from the Polibatam informatics department and still rely on PBL students as resources.</li> <li>Facilities: Still in the same building as Polibatam.</li> <li>Technology: The website platform is still under development and social media accounts already exist @taxcenterpolibatam.</li> </ul>
Operational	<ul style="list-style-type: none"> <li>Production Efficiency in service: Still under development.</li> <li>Business Process: Still nothing, only relying on the WhatsApp platform as a communication channel.</li> </ul>
Service Products	<ul style="list-style-type: none"> <li>Products and Portfolio in this service are in the form of various service providers such as e-SPT online education version, Tax clinic and tax corner.</li> <li>Product Life Cycle is still unknown because it is still under development.</li> <li>Product and Service Quality: Still under development.</li> </ul>
Competency Capability	Experts in taxation, software engineering, cybersecurity engineering, multimedia and networking.
Company Culture	Corporate culture: Implementing the same organizational values as Polibatam, namely Double Action.
Information Systems and Technology	IT infrastructure, information management systems and technology capacity still rely on the Polibatam Software Team from Polibatam's informatics department.
Reputation Image	Public Perception and Brand Reputation: Still low, because it still relies on Polibatam's big name.
Marketing Performance	Only conducted an STP analysis and has not formulated a marketing or branding strategy properly.
Innovation Capability	The process of innovation and product development is carried out continuously and the ability to adapt to market changes can be said to be good.

Source: Processed Data (2024)

### 4.2 External Analysis of the Company's Environment

#### 4.2.1 PESTEL Analysis

**Table 2. PESTEL Analysis**

No.	Macro Environment	Analysis
1	Political	Direct changes in tax regulations affect the tax application service business because it must adapt the application to the new regulations.
2	Economic	Stable economic conditions and increasing income encourage people to seek taxation service solutions.
3	Social	Tax education and awareness affect the adoption of taxation services and taxation application providers' services should match the needs of the community and customize the features available.
4	Technology	User data protection is prioritized in the development of tax applications with strict security and data encryption policies.

No.	Macro Environment	Analysis
5	Environment	Geographical location and type of employment affect tax regulations and tax service needs.
6	Law	Changes in tax regulations and rules require adaptation of tax calculation procedures.

Source: Processed Data (2024)

#### 4.2.2 Porter's Fives Forces Analysis

**Table 3. Porter's Fives Forces Analysis**

No.	Five's Porter	Analysis	Conclusion
1	Threat of New Entrants	This service business does not have many competitors and is still relatively low due to the barriers to entering the tax application provider industry which are relatively difficult including requiring large capital and expertise and time for development.	Threat Medium
2	Consumer Bargaining Power	Depending on the region, if there are no PJAP services available in the region, then they are free to choose other services.	Power Medium
3	Threat of substitute products/services	It is still a small number because this service must have cooperation with the DGT.	Low Threat
4	Bargaining Power of Suppliers	In PJAP, the main suppliers are many application development and providers in Indonesia, but the authorization is only owned by DGT.	Medium Strength
5	Competition between Companies in the Industry	The level of competition can be high, especially in the aspects of product features, price, and service quality.	Competition High

Source: Processed Data (2024)

#### 4.2.3 Market Outlook Analysis

**Table 4. Market Outlook Analysis**

Market Outlook	Analysis
Analysis Market	<ul style="list-style-type: none"> <li>Market analysis for tax application service providers shows positive growth driven by increasing complexity of tax regulations and wider adoption of technology.</li> <li>Purchasing decisions are influenced by application features, price, data security, system integration, and customer support.</li> <li>The main challenges are fierce competition, complex regulations, and rapid technological change.</li> <li>The opportunity lies in product innovation and expansion into untapped market segments.</li> <li>Technological developments such as artificial intelligence.</li> </ul>
Market Growth	<ul style="list-style-type: none"> <li>The positive growth trend in demand for app-based tax solutions is driven by increased efficiency, better compliance, and adaptation to changing tax regulations.</li> </ul>
Preferences	<ul style="list-style-type: none"> <li>Clients tend to choose tax applications that offer easy integration with the system and responsive customer support. Clients also prefer applications that offer high data security standards and comply with applicable tax regulations.</li> </ul>

Market Outlook	Analysis
Consumer Behavior	<ul style="list-style-type: none"> <li>• There is an increasing trend in the use of tax applications through mobile devices, allowing easy and quick access.</li> </ul>

Source: Processed Data (2024)

#### 4.2.4 Industry Trends and Dynamics

The tax services industry is undergoing rapid changes driven by technological innovation. Industry trends and dynamics are used to present an overall picture of how an industry is evolving and changing in various important aspects. Innovation in Polibatam's Tax Center is used to develop innovations in tax applications to meet changing market demands including requiring and developing features in the form of a more user-friendly mobile platform without having to use a website.

### 4.3 SWOT Analysis

#### 4.3.1 Internal Factor Evaluation (Strengths and Weaknesses of PJAP Services Owned by Polibatam Tax Center)

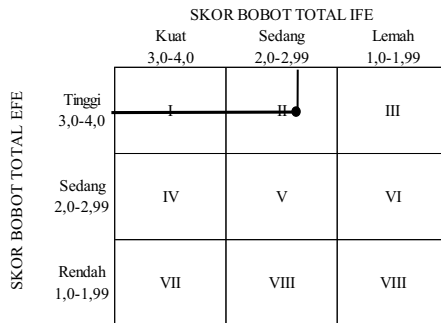
Based on the calculation of the Internal Factor Evaluation matrix, the score value is 2.67. That the strengths possessed by Tax Center Polibatam's PJAP service consist of seven main factors. Among these main factors, the factor that has the most dominant influence is the only provider of educational version of tax application services in Indonesia with a value of 0.40. This indicates that the PJAP Service owned by the Polibatam Tax Center is the only service that has an educational version of the tax application service which currently there is still no similar service. Meanwhile, the dominant weakness factor is that startups are still relatively new and still need the right marketing strategy with a value of 0.09. This indicates that this service **needs the right strategy so that it can compete with existing services.**

#### 4.3.2 External Factor Evaluation (Opportunities and Threats of PJAP Services Owned by Polibatam's Tax Center)

Based on the external matrix, based on the calculation of the Internal Factor Evaluation matrix, a total score of 3.08 is obtained. That the opportunities owned by Tax Center Polibatam's PJAP service consist of six main factors. Among these main factors, the opportunity factor that provides the most dominant influence is the opportunity to have more partners by collaborating with government agencies, private parties to be able to develop application services with a value of 0.40. This shows that the PJAP Service owned by Tax Center Polibatam has a great opportunity in the process of developing its application by involving various partners so that it can provide opportunities both in terms of development and introduction of products owned by this service. This indicates that this service still needs technological development that can maintain the security of service users data.

### 4.3.3 Internal-External Matrix

The results of the IFE analysis provide a total weight score with a value of 2.67 and the results of the EFE analysis show a total weight score of 3.08, so the results of the analysis through the Internal-External Factor Evaluation matrix on the PJAP Service owned by the Polibatam Tax Center are as follows:



**Figure 1. Internal-External Matrix**

Source: Processed Data (2024)

From these results, it can be said that the strategic position that will be carried out when the PJAP service owned by Polibatam's Tax Center will be built in the future is in the second cell which can be described as grow and build.

### 4.3.4 SWOT Matrix for PJAP Services Owned by Polibatam Tax Center

**Table 5. SWOT Matrix**

Internal Factor / External actors	<p><b>S (Strenght)</b></p> <ol style="list-style-type: none"> <li>1)Is the only provider of educational version of tax application services in Indonesia</li> <li>2)Received full support from the Riau Islands Directorate General of Taxes (DGT) of-fice.</li> <li>3)Is a trustworthy App Developer.</li> <li>4)Polibatam has a study center in the field of taxation and software so that it can be said to have reliable human resources.</li> <li>5)Implementation of sustainable innovation</li> <li>6)Provide tax training and consulting</li> <li>7)Provides tax simulation without having to use actual data.</li> </ol>	<p><b>W (Weakness)</b></p> <ol style="list-style-type: none"> <li>1)Startups that are still relatively new and still need the right marketing strategy.</li> <li>2)Development still needs to improve technology infrastructure and services</li> <li>3)Lack of product variation of educational version of tax application</li> <li>4)There is no clear business process flow.</li> </ol>
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<p><u>O (Opportunities)</u></p> <ol style="list-style-type: none"> <li>1) The level of tax literacy in MSMEs is still minimal, which can be used as a business opportunity in the future.</li> <li>2) The number of vocational colleges that teach taxation courses is large.</li> <li>3) Product development innovation in accordance with changes in tax regulations in Indonesia.</li> <li>4) opportunities to have more partners Collaborate with government agencies, private parties to develop application services.</li> <li>5) Earn income from the services offered</li> <li>6) Opportunity as a service that offers tax application services to minimize reporting errors in potential users.</li> </ol>	<p><u>SO strategy</u></p> <ol style="list-style-type: none"> <li>1) Utilize the position as the only provider of educational version of tax application to expand market advantage and reach MSMEs that need tax assistance (S1+S6+S7+O1+O2+O4)</li> <li>2) Improve the development of service innovation on an ongoing basis (S4+S5+S6+S7+O3+O6)</li> <li>3) Utilize various opportunities and support from the government to build trust with potential users (S2+S3+O4+O5+O6)</li> </ol>	<p><u>WO Strategy</u></p> <ol style="list-style-type: none"> <li>1) Make the right business plan and business strategy (W1+W4+O1+O2)</li> <li>2) Capitalize on opportunities in the growing market to expand market share and overcome weaknesses (W1+W4+O3+O4)</li> <li>3) Develop services through cooperation with government and industry (W2+W3+W4+O3+O4)</li> </ol>
<p><u>T (Threat)</u></p> <ol style="list-style-type: none"> <li>1) Potential infrastructure and security disruptions.</li> <li>2) The need for professional human resources is increasing along with the development of technology.</li> <li>3) Changes in tax regulations from the government.</li> <li>4) Increased potential for cyber attacks.</li> <li>5) Requires large capital for development</li> </ol>	<p><u>ST Strategy</u></p> <ol style="list-style-type: none"> <li>1) Development of technology in accordance with market needs (S4+S5+T2+T4)</li> <li>2) Increase HR needs for service development (S4+T2)</li> <li>3) collaborate with partners such as the government, private sector for service development (S4+S5+ T2+T5)</li> </ol>	<p><u>WT Strategy</u></p> <ol style="list-style-type: none"> <li>1) Increase brand awareness (W1+T3+T5)</li> <li>2) Utilization of cyber security for data security (W2+W3+T1+T3)</li> </ol>

Source: Processed Data (2024)

#### 4.4 Quantitative Strategic Matrix Planning Analysis

**Table 6. Quantitative Stratgeic Planning Matrix**

Quantitative Strategic Planning Matrix (QSPM)							
Strategy Alternative							
Key Factors	Weight	Strategy 1		Strategy 2		Strategy 3	
		AS	TAS	AS	TAS	AS	TAS
1. Power							
a. Is the only provider of educational version of tax application services in Indonesia	0.10	2	0.20	1	0.1	1	0.10
b. Received full support from the Riau Islands Directorate General of Taxes (DGT) office.	0.09	2	0.18	1	0.09	1	0.09
c. Is a trustworthy App Developer	0.10	2	0.20	2	0.20	3	0.30
d. Polibatam has a study center in the field of taxation and software so that it can be said to have reliable	0.10	2	0.20	3	0.30	4	0.40

human resources.							
e. Implementation of sustainable innovation	0.09	2	0.18	3	0.27	2	0.18
f. Provide tax training and consulting	0.09	1	0.09	3	0.27	2	0.18
g. Provides tax simulation without having to use actual data	0.09	1	0.09	2	0.18	3	0.27
<b>2. Weaknesses</b>							
a. Startups that are still relatively new and still need the right marketing strategy.	0.09	4	0.36	2	0.18	1	0.09
b. Development still needs to improve technology infrastructure and services	0.08	2	0.16	4	0.32	3	0.24
c. Lack of product variation of educational version of tax application	0.08	3	0.24	2	0.16	1	0.08
d. There is no clear business process flow.	0.09	1	0.09	1	0.09	1	0.09
<b>3. Opportunities</b>							
a. The level of tax literacy in MSMEs is still minimal, which can be used as a business opportunity in the future. .	0.09	2	0.18	1	0.09	1	0.09
b. The number of vocational colleges that teach taxation courses is large.	0.09	4	0.36	1	0.09	1	0.09
c. Product development innovation in accordance with changes in tax regulations in Indonesia.	0.09	2	0.20	3	0.3	1	0.10
d. Opportunity to have more partners by collaborating with government agencies, private parties to develop application services.	0.10	4	0.40	1	0.10	1	0.10
e. Earn income from the services offered.	0.10	1	0.10	1	0.10	1	0.10
f. Opportunity as a service that offers tax application services to minimize tax reporting errors of prospective users.	0.09	2	0.18	3	0.27	2	0.18
<b>4. Threats</b>							
a. Potential infrastructure and security disruptions.	0.10	1	0.09	4	0.36	4	0.36
b. The need for professional human resources is increasing along with the development of technology.	0.08	2	0.16	1	0.08	2	0.16
c. Changes in tax regulations from the government.	0.08	3	0.24	3	0.24	1	0.08
d. Increased potential for cyber attacks.	0.09	2	0.18	2	0.18	4	0.36
e. Requires large capital for development	0.09	1	0.09	1	0.09	3	0.27
<b>Total Amount of Attractiveness</b>			<b>4.15</b>		<b>4.03</b>		<b>3.94</b>
<b>Priority</b>			<b>I</b>		<b>II</b>		<b>III</b>

Source: Processed Data (2024)

#### 4.5 Competitive Strategy of Tax Center Poibatam's PJAP Service

Based on the calculation of the IFE, EFE, IE, SWOT Matrix and QSPM matrix, the following strategic priorities are obtained:

1. The first strategy, namely increasing brand awareness, received a score of 4.15, namely by the way the company can carry out brand activation of the services to be built by implementing a digital marketing strategy in the form of utilizing social media and providing educational content and also participating in various activities that involve consumers directly including participating in promotional events, product events or exhibitions, community events/workshops, service demonstrations, brand experiences, which allow consumers to feel, try, or interact with the brand directly.
2. The second strategy, Technology development in accordance with market needs with a score of 4.03, namely by developing technology in the design of solutive features, technology that is more user-friendly so that it can provide user convenience and be able to compete in a competitive market, has a high level of security, smooth integration with applicable regulations and taxation systems so that the technology developed can provide significant added value to users and still comply with applicable rules in the scope of taxation and regulation.
3. The third strategy, Developing services through collaboration with the government and the industry achieved a score of 3.94, namely by building client trust to use services in collaboration with the government makes it possible to keep up with the latest regulations and policies, so that services can remain in accordance with applicable rules and are more easily adopted by users. Meanwhile, collaboration with the technology and business industry allows to integrate the latest technology and best practices in product development so as to improve operational efficiency, better meet market demands, gain support and minimize capital in service development.

### 5. Conclusion

Based on the SWOT and QSPM analysis, it can be concluded as follows:

1. SWOT analysis of the PJAP service owned by Tax Center Polibatam shows that the strength is that it is the only provider of educational version of tax application services in Indonesia, but the weakness factor is that the startup is still relatively new and still needs the right marketing strategy. On the opportunity side, this service can have more partners by collaborating with government agencies, private parties to develop application services. But it is also necessary to be aware of the obstacle factors of this service in the form of potential infrastructure and security disruptions.
2. After being analyzed through the EFE, IFE, IE, and QSPM matrices, it produces several alternative strategies to formulate a competitive strategy formulation for PJAP Services owned by the Tax Center Polibatam when this business is built in the future, indicating that alternative strategies that can be applied are increasing

brand awareness, developing technology in accordance with market needs and developing services in collaboration with government and industry parties. Through the application of competitive strategies that have been formulated when the PJAP service business will be carried out in the future, it is necessary to monitor that the strategies carried out are appropriate or not later, conduct regular evaluations and be developed to build service business success, support sustainable growth and innovation so that the main objectives of this business can be achieved.

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