

Competitive Advantage Strategy of Warung Ndeso Koe Using Swot and Qspm

Soleh Hanafi Ihsan
State University of Malang
Corresponding Author: Soleh Hanafi Ihsan
soleh.hanafi.2404139@students.um.ac.id

ARTICLE INFO

Keywords: Marketing strategy, SWOT, IFAS, EFAS, QSPM

Received : 3, April
Revised : 19, April
Accepted: 21, May

©2025 Ihsan : This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

Warung Ndeso Koe is a culinary business located in Sidoarjo Regency. The purpose of the research is to identify and analyze the internal and external factors of Warung Ndeso Koe Restaurant to develop marketing strategies. The research methods used are SWOT Analysis and Quantitative Strategic Planning Matrix (QSPM). Based on the SWOT analysis, the IFAS and EFAS matrices were formed, obtaining scores of 3.13 and 3.40, indicating that the restaurant is in quadrant 1 on the IE matrix. Subsequently, the SWOT matrix produced sixteen alternative strategies to be evaluated using the QSPM matrix as a decision for formulating appropriate marketing strategies. Thus, the priority strategy obtained from the analysis is to enhance cooperation with wedding organizers with a total STAS of 0.37.

INTRODUCTION

Empirical evidence regarding strategy formulation in developed and developing countries shows that strategy formulation leads to increased profits and superior organizational performance (Acquaah et al., 2008; Campbell-Hunt, 2000; Kim et al., 2004; Li et al., 2009). However, although there is much empirical evidence highlighting the importance of strategy formulation within organizations, strategists have never considered all viable alternatives that could be beneficial for the organization to implement, as there could be too many ways to execute those actions. Therefore, a set of the most attractive alternative strategies must be developed, examined, prioritized, and selected (David & David, 2017).

The Quantitative Strategic Planning Matrix (QSPM) is a very appropriate tool for prioritizing key internal, external, and competitive information necessary for formulating an effective strategic plan (Gupta et al., 2015). Many previous studies agree that QSPM is the right tool in the decision-making stage to determine priority strategies or the best strategy, including the following findings: QSPM analysis is used to identify the most suitable strategy within the decision-making framework and to prioritize the chosen strategies (Taslimi et al., 2014). QSPM analysis is conducted to identify necessary management strategies (Ghorbani et al., 2015). QSPM analysis is applied to prioritize various factors influencing strategic planning (Abya et al., 2015). The aim of QSPM analysis is to pinpoint the optimal strategy for implementation (Purwoko et al., 2016). The QSPM matrix can determine the strategies to be used in the decision-making stage (Ahmadian & Tabibian, 2016). When we have two or more strategies and must decide which is best, the QSPM analysis is the most appropriate tool for making decisions. Nevertheless, QSPM analysis increases the likelihood that the final strategic decision will be the best for the company (Gupta et al., 2015).

Warung Ndeso Koe is a restaurant and catering service that offers traditional Sidorjo food as its main menu with a blend of family secret spices. Warung Ndeso Koe has been established for 3 years. Over time, Warung Ndeso Koe has promoted its products through social media and collaborated with food bloggers and influencers. Additionally, since Warung Ndeso Koe also provides catering services, it specifically collaborates with wedding organizers. Online marketing is done by partnering with online transportation platforms, but due to suboptimal results, this service has been temporarily suspended. In addition to the internal problems occurring at Warung Ndeso Koe, there are also external issues, including the presence of new entrants opening similar restaurants, such as those with traditional joglo architecture. Currently, there are 6 similar restaurants in Sidoarjo Regency, indicating that Warung Ndeso Koe has quite a few competitors.

Considering the importance of formulating alternative strategies in an organization, along with QSPM as one of the tools that can determine the priorities of those alternative strategies, the researcher intends to formulate alternative strategies for Warung Ndeso Koe using QSPM to answer the question of what prioritized strategies need to be implemented to achieve its goals.

LITERATURE REVIEW

Marketing Strategy

Marketing strategy is a marketing mindset that will be used to achieve marketing goals, which includes detailed strategies regarding target markets, positioning, marketing mix, and marketing budget (Kotler & Armstrong, 2018). A marketing strategy is a plan that outlines a company's expectations regarding the impact of various marketing activities or programs on the demand for its products or product lines in a specific target market (Tjiptono, 2017).

Marketing strategy is a way for companies to realize the mission, goals, and objectives that have been established by maintaining and striving for harmony among the various objectives to be achieved, the capabilities possessed, and the opportunities and threats faced in their product market. Such harmony should indeed be maintained, but it is also possible to change and improve it when the marketing environment undergoes changes. Thus, marketing strategies must be dynamic, flexible, and feasible to implement (Adisaputro, 2019).

Strategy Formulation

Identifying and evaluating alternative strategies must involve many managers and employees who previously developed the organization's vision and mission statements, conducted external audits, and carried out internal audits. Representatives from each department and division of the organization should be involved in this process, as was done in previous strategy formulation activities. The proposed strategies should be documented in writing. When all feasible strategies identified by the participants have been presented and understood, they should be ranked individually according to each participant's interest, with 1 = should not be implemented, 2 = might be implemented, 3 = should be implemented, and 4 = must be implemented. Strategies that receive the highest scores are deemed the best alternative options, resulting in a ranked list of top strategies (David & David, 2017).

The strategy formulation technique can be integrated into three stages of decision-making (as shown in Figure 1). The tools presented in this framework apply to all sizes and types of organizations in identifying, evaluating, and selecting strategies. The first stage/input stage in strategy formulation analysis consists of the External Factor Evaluation (EFE) Matrix, and the Internal Factor Evaluation (IFE). The second stage/matching stage consists of the Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix, the Internal-External (IE) Matrix, and the Grand Strategy Matrix. The third stage/decision stage involves a single technique, the Quantitative Strategic Planning Matrix (QSPM) (David & David, 2017).

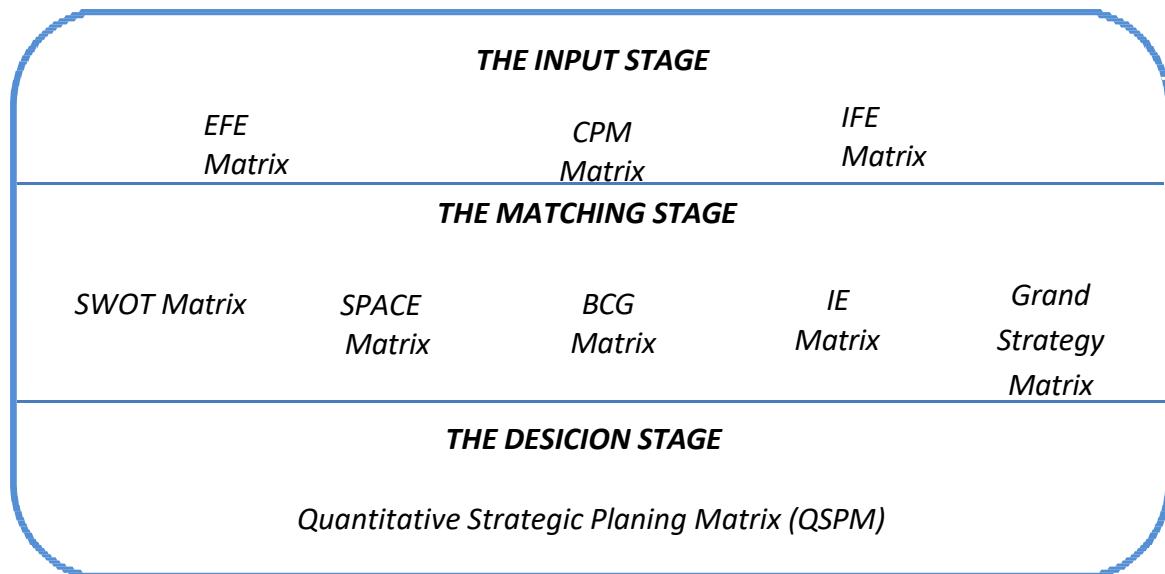


Figure 1. Framework for Strategy Formulation Analysis (David & David, 2017)

Objectively, the Quantitative Strategic Planning Matrix (QSPM) is a tool for evaluating strategies. In theory, QSPM analysis evaluates the appeal of different strategies by considering crucial internal and external factors for success (David & David, 2017). The goal of the QSPM analysis is to determine the best strategy in a company as a recommendation in the organizational development stage (Sarma, 2014) and to determine the actions that need to be taken based on priorities in facing competition (Walukow & Pangemanan, 2015). The QSPM analysis can also show the relative value of various strategies based on how far key success factors are leveraged and improved (Candra & Linda, 2014).

The advantages of employing QSPM analysis include the ability to examine a series of strategies either in sequence or all at once. QSPM encourages strategists to incorporate pertinent external and internal factors into their decision-making process. By developing QSPM analysis, the chances of overlooking or overemphasizing key factors are minimized (David & David, 2017). As a technique, QSPM analysts require good intuitive judgment (Supratikta & Rusilowati, 2016).

The QSPM components consist of: alternative strategies; key factors; weights; attractiveness scores (AS); total attractiveness scores (TAS); and the total sum of attractiveness scores. The breakdown of AS; TAS; and the total sum of attractiveness scores is described in six steps required to develop QSPM (David & David, 2017), namely:

1. Create a list of various external opportunities-threats and internal strengths-weaknesses in the left column of the QSPM;
2. Assign weights to each external and internal factor;
3. Review the matching results (second stage) and identify various alternative strategies that need to be considered by the company;

4. Determine the attractiveness score (AS) defined as a numerical value indicating the relative attractiveness of each strategy considering a single external or internal factor;
5. Calculate the total attractiveness score; and
6. Calculate the overall total attractiveness score.

Internal and external factors are important factors that are considered to influence the QSPM design. Each factor is allocated into a score, which indicates the ability to deal with external and internal factors through effective strategies (Majlessi et al., 2015). In this analysis, alternatives are identified based on the level of interest in the organization's internal and external environment, allowing for alternatives to be created based on interest (Viryawan et al., 2016).

It is essential for every company to remain vigilant about changes in its surroundings, as these changes can present potential market opportunities for industries aiming to grow their business. Companies need to foresee these changes and accomplish their objectives in both the medium and long term. According to SWOT analysis and QSPM, neglecting opportunities and threats can lead a company into a precarious situation. Therefore, to prevent a critical situation, opportunities and key strategies must be considered. By making the right decisions at critical times, opportunities and strengths can be collaborated by companies to improve themselves towards success (Shojaie et al., 2014).

METHODOLOGY

This research was conducted at Warung Ndeso Koe, located in Sepande, Sidoarjo Regency. The method used in this research is a descriptive method with a case study approach. The data sources used in this research are primary data sources and secondary data sources. The primary data sources in this research were obtained directly in the field. Meanwhile, the secondary data sources in this research were obtained from various sources, including: books, scientific journals, and the internet.

In the collection of the necessary research data, the researcher used several data collection techniques, including: field research through interviews, this data collection technique by interviewing is carried out by asking oral questions to business owners; employees, customers, experts, and literature study, which is research by studying various references such as books, journals, reports, and other sources. The sampling technique used in this research is purposive sampling, which is a data source sampling technique with specific considerations and objectives. The researcher conducted interviews with people who are considered to know the best about the situation of Warung Ndeso Koe.

RESEARCH RESULT AND DISCUSSION

Table 1. IFE Matrix of Warung Ndeso Koe

Strength	Weight	Rating	Score
Has a menu of typical Sidoarjo dishes	0,08	3	0,24
Traditional joglo building design	0,07	4	0,28
Promotion through social media	0,05	3	0,15
Affordable price	0,05	3	0,15

Spacious and free parking	0,06	3	0,18
Complete food presentation (buffet, package, portion, box rice)	0,05	2	0,1
Complete facilities	0,06	3	0,18
Collaboration with Food Bloggers and Influencers	0,05	3	0,15
Collaboration with Wedding Organizer	0,03	2	0,06
Total Strength Score	0,50		1,49
Weakness	Weight	Rating	Skor
Just have one shop	0,1	3	0,30
Not yet a partner of Gofood, Shopeefood, and Grabfood.	0,07	3	0,21
Location far from the main road	0,07	3	0,21
Collaboration is still with local Food Bloggers and Influencers.	0,09	4	0,36
The limited number of wedding organizers that collaborate.	0,11	4	0,44
The absence of a loyalty program (membership/club card)	0,06	2	0,12
Total Weakness Score	0,5		1,64
Total Score	1		3,13

Source: Processed Data

Table 1 shows that the total score of the IFE matrix of Warung Ndeso Koe, which is 3.13, identifies the presence of internal strengths that have an impact on the company.

Table 2. EFE Matrix of Warung Ndeso Koe

Opportunity	Weight	Rating	Score
The population of Sidoarjo is 2 million.	0,07	3	0,21
Competitive prices with quality taste	0,08	4	0,32
Trends in traditional food consumption in Sidoarjo	0,09	3	0,27
Information technology development	0,05	4	0,2
The shop is located near one of the elite housing complexes in Sidoarjo.	0,07	3	0,21
The number of mothers' savings groups in Sidoarjo	0,08	3	0,24
There are many wedding organizers in Sidoarjo.	0,06	3	0,18
Total Score Opportunity	0,5		1,63
Threat	Weight	Rating	Score
The trend of establishing restaurants with traditional Javanese architecture concepts in Sidoarjo.	0,15	4	0,6

It is a low barrier industry that can be entered by small-scale to large-scale entrepreneurs.	0,12	4	0,48
The obligation of halal certification, in accordance with Law Number 33 of 2014 concerning Halal Product Assurance.	0,13	3	0,39
Changes in lifestyle and consumer preferences	0,1	3	0,3
Total Threat Score	0,5		1,77
Total Score	1		3,4

Source: Processed Data

Based on Table 1, the total score of the EFE matrix of 3.40 indicates that Warung Ndeso Koe can respond to opportunities and threats above average.

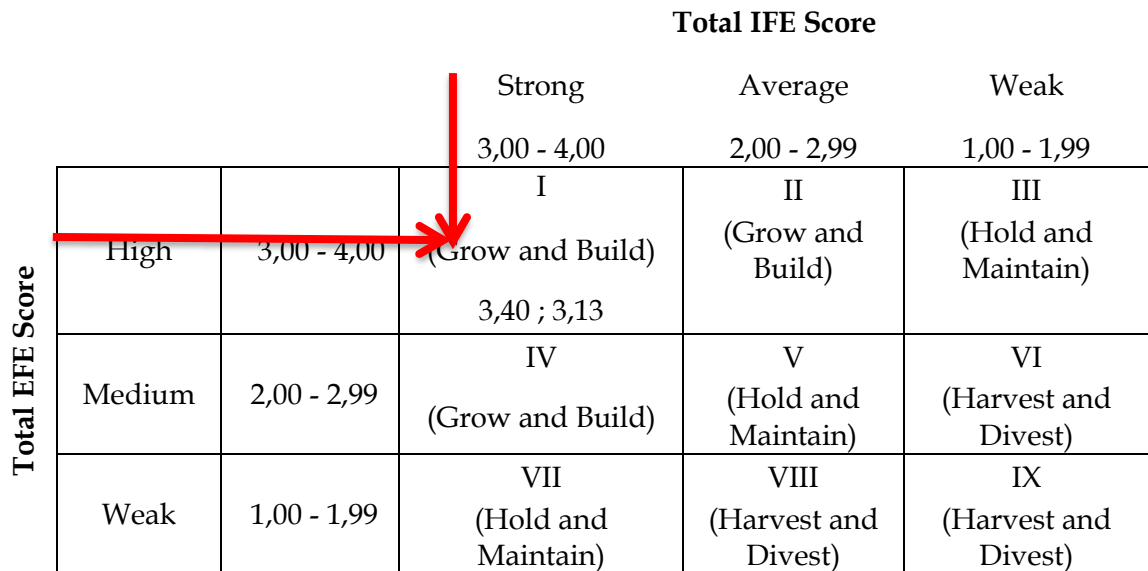


Figure 2. The Grand Strategy Matriks Warung Ndeso Koe

Source: Processed Data

Based on Figure 2, it can be seen that the IE matrix for Warung Ndeso Koe on the vertical axis shows a total score from the IFE matrix of 3.13 and the horizontal axis shows a total score from the EFE matrix of 3.40. Both scores are then plotted into The Grand Strategy matrix, placing Warung Ndeso Koe in position I with coordinates (3.40; 3.13). The position of this cell indicates the growth and development of Warung Ndeso Koe.

Table 3. Matriks SWOT

		Strengths	Weaknesses
		IFE	Has a menu of Sidoarjo specialty dishes.
EFE	Traditional joglo building design		Not yet a partner of Gofood, Shopeefood, and Grabfood.
	Promotion through social media		Location is far from the main road.
	Affordable price		Collaboration is still with local Food Bloggers and Influencers.
	Spacious and free parking		The limited number of wedding organizers collaborating.
	Complete food presentation (buffet, packages, portions, box meals)		The absence of a loyalty program (membership/club card)
	Complete facilities		
	Collaboration with Food Bloggers and Influencers		
	Collaboration with Wedding Organizer		
Opportunities	SO Strategy	WO Strategy	
The population of Sidoarjo is approximately 2 million.	Promoting products through various effective media.	Collaborating with national food bloggers and influencers such as Nex Carlos.	
Competitive prices with quality flavors	Enhancing promotions to communities in Sidoarjo, including: savings groups.	Increase collaboration with wedding organizers	
Trends in traditional food consumption in Sidoarjo	Increasing customer engagement to promote food and service by creating testimonials that are uploaded on social media.	Developing a customer loyalty program	
The development of information technology	Creating a special program for special moments, such as: birthday events, wedding anniversary celebrations, and national holidays.		
The shop is located near one of the elite housing estates in Sidoarjo.	Exploring local culinary potential for development		
The number of mother's savings groups in Sidoarjo.	Maintaining the quality of food, especially traditional Sidoarjo food, at affordable prices.		
There are many wedding organizers in Sidoarjo.			
Threats	ST Strategy	WT Strategy	
The trend of establishing restaurants with traditional Javanese building concepts in Sidoarjo.	One of the improvements is the children's playground facilities.	Expanding the marketing network by becoming a partner of Gofood, Shopeefod, and Grabfood.	
It is a low barrier industry that can be entered by small-scale to large-scale entrepreneurs.	Product differentiation with new menu innovation	Opening a new outlet/store	
The obligation for halal certification, according to Law Number 33 of 2014 concerning Halal Product Assurance.	Conducting halal certification to increase customer trust.	Increasing household catering promotions	
Changes in lifestyle and consumer tastes	Conducting surveys to find out customer preferences periodically.		

Source: Processed Data

Table 3 shows the results of the TOWS matrix which produces sixteen alternative strategies for Warung Ndeso Koe. There are six alternative SO strategies, three alternative WO strategies, four alternative ST strategies, and three alternative WT strategies.

Table 4. Quantitative Strategic Planning Matrix (QSPM)

Factors	Weight	AS	TAS	Rangking
Increase collaboration with wedding organizers	0,09	4	0,37	I
Collaborating with national Food Bloggers and Influencers such as Nex Carlos.	0,08	4	0,32	II
Creating a special program for special moments, such as: birthday events, wedding anniversary celebrations, and national holidays.	0,07	4	0,28	III
Increasing promotions to communities in Sidoarjo, including: savings group communities	0,09	3	0,26	IV

Maintaining the quality of food, especially traditional Sidoarjo food, at an affordable price.	0,08	3	0,24	V
Increasing customer engagement to promote food and services by creating testimonials posted on social media.	0,07	3	0,22	VI
Promoting products through various effective media.	0,07	3	0,20	VII
To carry out halal certification to increase customer trust.	0,06	3	0,18	VIII
Developing a customer loyalty program	0,08	2	0,16	IX
Conducting surveys to periodically find out customer preferences	0,05	3	0,15	X
One of the improvements is the children's playground facilities.	0,05	3	0,14	XI
Opening a new outlet/store	0,04	3	0,12	XII
Product differentiation through new menu innovation	0,06	2	0,11	XIII
Exploring local culinary potential for development	0,05	2	0,10	XIV
Expand the marketing network by becoming a partner of Gofood, Shopeefod, and Grabfood.	0,03	3	0,09	XV
Increasing household catering promotion	0,04	2	0,08	XVI
TOTAL	1,00		3,00	

Source: Processed Data

The QSPM matrix has proven to have many positive benefits, including the ability to evaluate the feasibility of proposed solutions against social, economic, organizational management, and environmental conditions relevant to the research, as well as helping strategists integrate related external and internal factors into the decision-making process (David & David, 2017). Every organization is required to always pay attention to changes occurring in its environment, as every change can become a potential opportunity for any organization that wants to grow. Organizations must anticipate every change and achieve their goals both in the medium and long term. SWOT/TOWS analysis and QSPM indicate that ignoring opportunities and threats can place the organization in a critical condition. To prevent a critical situation, key opportunities and strategies must be considered. By making the right decisions, opportunities and strengths can be collaborated to improve the organization towards success (Shojaie et al., 2014). Therefore, by utilizing the QSPM matrix in strategy development, the chances of overlooking or inaccurately assessing key factors can be reduced (Ahmadian & Tabibian, 2016).

In addition to helping strategists integrate related external and internal factors into the decision-making process, QSPM analysis is able to define the strategies to be implemented (Putrikusuma et al., 2016). The QSPM analysis also indicates that organizations need greater control; they need to implement consolidation strategies, which are relatively more defensive, especially for

profit-oriented organizations, in order to avoid declining sales and profits (Yuniastuti et al., 2014).

In this study, nine alternative strategies generated from the qualitative SWOT matrix were then analyzed using the QSPM matrix to identify which alternative strategy is the top priority for Warung Ndeso Koe. Based on the QSPM analysis, it can be concluded that the Total Attractive Score (TAS) is 3.00. Based on the TAS values of each strategy, the sequence of alternative strategies that Warung Ndeso Koe can implement is as follows:

1. In the first order, the strategy that Warung Ndeso Koe needs to implement is to increase collaboration with wedding organizers. This strategy is derived from a combination of weaknesses and opportunities in Warung Ndeso Koe's qualitative SWOT matrix.
2. In the second order, the strategy that Warung Ndeso Koe needs to implement is to collaborate with national Food Bloggers and Influencers such as Nex Carlos. This strategy is obtained from the combination of weaknesses and opportunities in Warung Ndeso Koe's qualitative SWOT matrix.
3. In the third order, the strategy that needs to be implemented by Warung Ndeso Koe is to create special programs for special moments, such as: birthday events, wedding anniversary celebrations, and national holidays. This strategy is derived from the combination of strengths and opportunities in the qualitative SWOT matrix of Warung Ndeso Koe.
4. In the fourth order, the strategy that needs to be implemented by Warung Ndeso Koe is to enhance promotions to communities in Sidoarjo, including: community gathering groups. This strategy is obtained from the combination of strengths and opportunities in the qualitative SWOT matrix of Warung Ndeso Koe.
5. In the fifth order, the strategy that needs to be implemented by Warung Ndeso Koe is to maintain the quality of food, especially traditional Sidoarjo cuisine at affordable prices. This strategy results from the combination of strengths and opportunities in the qualitative SWOT matrix of Warung Ndeso Koe.
6. In the sixth order, the strategy that Warung Ndeso Koe needs to implement is to increase customer engagement to promote food and services by creating testimonials that are uploaded on social media. This strategy is derived from the combination of strengths and opportunities found in the qualitative SWOT matrix of Warung Ndeso Koe.
7. In the seventh order, the strategy that Warung Ndeso Koe needs to implement is to promote products through various effective media. This strategy is derived from the combination of strengths and opportunities in the qualitative SWOT matrix of Warung Ndeso Koe.
8. In the eighth order, the strategy that Warung Ndeso Koe needs to implement is to obtain halal certification to enhance customer trust. This strategy is derived from the combination of strengths and threats in the qualitative SWOT matrix of Warung Ndeso Koe.
9. In the ninth position, the strategy that Warung Ndeso Koe needs to implement is to develop a customer loyalty program. This strategy is derived

from the combination of weaknesses and opportunities in the qualitative SWOT matrix of Warung Ndeso Koe.

10. In the tenth position, the strategy that Warung Ndeso Koe needs to implement is to conduct surveys to understand customer preferences. This strategy is derived from the combination of strengths and threats in the qualitative SWOT matrix of Warung Ndeso Koe.
11. In the eleventh position, the strategy that Warung Ndeso Koe needs to implement is to improve facilities, one of which is a playground for children. This strategy is derived from the combination of strengths and threats in the qualitative SWOT matrix of Warung Ndeso Koe.
12. In the twelfth order, the strategy that Warung Ndeso Koe needs to implement is to open new stalls/outlets. The strategy emerges from the integration of weaknesses and threats in Warung Ndeso Koe's qualitative SWOT matrix.
13. In the thirteenth order, the strategy that Warung Ndeso Koe needs to implement is product differentiation with new menu innovations. This approach is formulated by integrating the strengths and threats identified in the qualitative SWOT analysis of Warung Ndeso Koe.
14. In the fourteenth order, the strategy that Warung Ndeso Koe needs to implement is to explore the potential of local cuisine for development. This approach is formulated by merging the strengths and opportunities found in Warung Ndeso Koe's qualitative SWOT analysis.
15. In the fifteenth order, the strategy that Warung Ndeso Koe needs to implement is to expand its marketing network by partnering with Gofood, Shopefood, and Grabfood. This approach is formulated by integrating the weaknesses and threats identified in the qualitative SWOT analysis of Warung Ndeso Koe.
16. In the sixteenth or last order, the strategy that needs to be implemented by Warung Ndeso Koe is to enhance the promotion of home catering services. This approach is derived from merging the weaknesses and threats identified in the qualitative SWOT matrix of Warung Ndeso Koe.

From this order, the results of the strategy formulation analysis using the QSPM matrix indicate that the prioritized strategy decision that needs to be implemented immediately is to increase cooperation with wedding organizers (0.37).

CONCLUSIONS AND RECOMMENDATIONS

After conducting a series of strategy formulation steps, it was found that:

1. According to the EFE matrix analysis, a score of 3.40 was achieved, suggesting that Warung Ndeso Koe is capable of addressing opportunities and threats at an above-average level. Meanwhile, based on the IFE matrix analysis, a total score of 3.13 was obtained, which identifies the presence of internal strengths that influence the company;
2. Based on the analysis of the IE matrix, EFE of 3.40, and IFE of 3.13 falling into cell I (growth and development). This indicates that the growth and development efforts of Warung Ndeso Koe are the main strategy to enhance business strength or competitive position;

3. The Quantitative Strategic Planning Matrix (QSPM) analysis results indicate that the Total Attractive Score (TAS) stands at 3.00. This analysis provides a ranking of alternative strategies that Warung Ndeso Koe needs to undertake. However, among the nine strategies generated, there is one alternative strategy that is a priority and needs to be implemented immediately, which is the strategy of increasing cooperation with wedding organizers (0.37).

ADVANCED RESEARCH

The strategic analysis conducted on Warung Ndeso Koe reveals a robust foundation for sustained growth and competitive advantage, as evidenced by the EFE matrix score of 3.40 and IFE matrix score of 3.13, positioning the company within the Growth and Development quadrant (Cell I) of the IE Matrix. This strategic posture underscores the firm's strong responsiveness to external opportunities and its substantial internal capabilities. The Quantitative Strategic Planning Matrix (QSPM), yielding a Total Attractive Score (TAS) of 3.00, further substantiates the strategic alignment and prioritization of initiatives necessary for long-term success. Notably, the strategy of enhancing collaboration with wedding organizers emerged as the most critical and actionable option (0.37), indicating a high potential for market penetration and revenue diversification. This priority strategy not only aligns with the firm's growth trajectory but also leverages niche market trends, reinforcing Warung Ndeso Koe's commitment to strategic agility and targeted partnership development in a competitive culinary industry.

REFERENCES

- Abya, H., Khalili, M. M. N., Ebrahimi, M., & Movahed, A. (2015). Strategic planning for tourism industry using SWOT and QSPM. *Management Science Letters*, 5(3), 295–300.
- Acquaah, M., Adjei, M. C., & Mensa-Bonsu, I. F. (2008). Competitive strategy, environmental characteristics and performance in African emerging economies: Lessons from firms in Ghana. *Journal of African Business*, 9 (1), 93–120. <https://doi.org/10.1080/15228910802052732>.
- Adisaputro, G. (2019). *Manajemen Pemasaran Analisis untuk Perancangan Strategi Pemasaran*. Yogyakarta: UPP STIM YKPN.
- Ahmadian, S., & Tabibian, M. (2016). A Cultural Tourism Approach Towards Revitalizing Urban Streets (Case Study: Imam Khomeini Street, Tabriz). *Space Ontology International Journal*, 5(4), 61–68.
- Candra, S., & Linda. (2014). QSPM and 7C's Strategy for e-SCM Implementation Strategy (Case Study: XYZ Plastic Corporation). *International Journal of Multimedia and Ubiquitous Engineering*, 9(1), 11–18.
- David, F. R., & David, F. R. (2017). *Strategic Management: A Competitive Advantage Approach, Concepts and Case* (16th ed.). Pearson Education.

- Ghorbani, A., Raufirad, V., Rafiaani, P., & Azadi, H. (2015). Ecotourism sustainable development strategies using SWOT and QSPM model: A case study of Kaji Namakzar Wetland, South Khorasan Province, Iran. *Tourism Management Perspectives*, 16, 290-297.
- Gupta, M., Shri, C., & Agrawal, A. (2015). Strategy Formulation for Performance Improvement of Indian Corrugated Industry: An Application of SWOT Analysis and QSPM Matrix. *Journal of Applied Packaging Research*, 7(3), 60-75.
- Li, J. J., Zhou, K. Z., & Shao, A. T. (2009). Competitive position, managerial ties, and profitability of foreign firms in China: An interactive perspective. *Journal of International Business Studies*, 40(2), 339-352. <https://doi.org/10.1057/jibs.2008.76>
- Majlessi, M., Vaezi, A., & Rabori, M. M. (2015). Strategic management of solid waste in Tehran: a case study in District no. 1. *Environmental Health Engineering and Management Journal*, 2(2), 59-66.
- Kotler, P., & Armstrong, G (2018). *Principles of Marketing Global Edition 17th Edition*. London: Pearson Education.
- Purwoko, B., Gamal, A., & Kunhadi, D. (2016). "The Leather Industry Development in Tanggulangin in Facing Asean Economic Community (AEC) 2015 with Quantitative Strategic Planning Matrix (QSPM)". *Society For Science and Education*, 4(6), 153-162.
- Putrikusuma, D. T., Hakim, A., & Noor, I. (2016). A Planning Strategy for Improving the Quality of Public Services by Analysis Strategy Formulation Framework (Studies in Puskesmas Purwodadi, Pasuruan). *South East Asia Journal of Contemporary Business, Economics and Law*, 11(2), 70-79.
- Sarma, P. K. (2014). An Agribusiness development approach of beef cattle in selected areas of Bangladesh. 12(2), 351-358.
- Shojaie, M., Hamidian, M., & Basiji, A. (2014). Strategy Planning Using SWOT Analysis and QSPM Model a Case Study of Baridsoft Company (One of the top and leader companies of Iranian software industry). *International Journal of Scientific Management and Development*, 2(7), 252-257.
- Supratikta, H., & Rusilowati, U. (2016). Analysis Strategy Management and Development of Ocean Fishing Ports Nizam. *I J A B E R*, 14(13), 9343- 9358.
- Taslimi, M. S., Omeyr, A. K., & Arabkooshar, S. (2014). Formulating a strategy through quantitative strategic planning matrix (QSPM) based on SWOT framework (Case study: industrial group of Barez Tires). *International Journal of Economy, Management and Social Sciences*, 3(8), 451-457.

Tjiptono, Fandy. (2017), *Strategi Pemasaran*, Edisi 4, Yogyakarta: Andi.

Viryawan, A., Astawan, M., & Kirbrandoko. (2016). PT Perusahaan Gas Negara (Persero) Tbk Strategic Development Facing Natural Gas Business Competition. *International Journal of Scientific and Research Publications*, 6(3), 66-71.

Walukow, M. I., & Pangemanan, S. A. (2015). Developing Competitive Strategic Model Using Quantitative Strategic Planning Matrix (QSPM) Approach for Handicrafts Ceramic Industry in Pulutan, Minahasa Regency. *Procedia - Social and Behavioral Sciences*, 211, 688-695.

Yuniastuti, M. C., Widiana, S. F., & Heryani, F. (2014). Strategy and Performance Evaluation Analysis of PT Nippon Indosari Corpindo. *International Journal of Science and Research (IJSR)*, 3(6), 1513-1518.