

Article

SWOT Analysis in Determining Marketing Strategy

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Abstract: This study aims to analyze the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) environments and formulate alternative marketing strategies for C'Best Fried Chicken Balung. Primary data for this research was collected through questionnaires and interviews with respondents. The study employs a qualitative descriptive method to provide a current depiction of the research object, using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) as the analytical tool. The findings indicate that C'Best Fried Chicken Balung's position in the IE Matrix falls in quadrant I, marked by coordinates (0.7; 0.63), which suggests the implementation of an aggressive strategy (SO). This strategy leverages the company's internal strengths to capitalize on external opportunities to foster business growth. The proposed marketing strategies include improving service quality and product taste, adjusting pricing strategies, enhancing promotional efforts, and expanding online sales channels.

Keywords: C'best Fried Chicken, Swot Analysis, Marketing

1. Introduction

Business development in Indonesia has recently experienced the development of a business world that is increasingly prominent in complexity, competition, change and uncertainty in both industry and trade. The competition is caused by technological advances and a rapidly growing economy. This situation creates sharp competition between companies in order to survive with the increasing number of competitors in order to bind and meet consumer needs, (Reza et al., 2020). Therefore, companies must compete to survive and develop and be able to maintain their survival so that the company's goals will be achieved. Efforts to overcome this, the company must get a wider market by increasing the quality, quantity, and characteristics of a company.

According to (Reza et al., 2020), to be able to maintain the business, a company must be able to process well the existing competencies. Managing to maintain and win a competition must have superior and innovative competitiveness by properly positioning the advantages and weaknesses that are owned, so as to be able to highlight its advantages as strengths and minimize weaknesses to seize existing market potential. In this case the company should know the market in which the product or service produced will be offered or marketed.

By implementing a good marketing strategy through the utilization of opportunities to increase sales, so that the company's position in the market can be improved or maintained. One way to achieve company goals is to know what the needs and desires of consumers or target markets are and to provide the satisfaction expected by consumers. In this case marketing strategies play a very important role.

According to (Ardiansyah et al., 2021) (in Makmur), Marketing Strategy is a comprehensive, integrated and unified plan in the field of marketing, which provides guidance on activities that will be carried out to achieve the marketing objectives of a company. The marketing strategy contains specific strategies for target markets,

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positioning, marketing mix and the amount of marketing expenditure. The importance of marketing strategy is a tool to achieve long-term and continuous goals based on the point of view of what competitors face in the future. Marketing strategy has an important role in achieving business success goals, therefore the marketing sector plays a big role in realizing business plans, this is done if the company wants to maintain and increase sales of existing products.

Strategy is a unified, comprehensive and integrated plan that links the company's strategic advantages to environmental challenges and is designed to ensure that the company's main objectives can be achieved through proper implementation by the company (Qanita, 2020). According to (Mutiar, 2021), SWOT Analysis is a strategic planning method used to evaluate the internal strengths and weaknesses of an organization, as well as the external opportunities and threats or challenges of an organization or project or a business speculation. The strategic decision-making process is always related to the development of the company's mission, goals, strategies and policies. Thus, strategic planners must analyze the company's strategic factors (strengths, weaknesses, opportunities and threats) in the current conditions. This is called Situation Analysis. The most popular model for situation analysis is SWOT Analysis. This process involves determining the specific objectives of a business speculation or project and identifying the internal and external factors that support and do not support achieving those goals. SWOT analysis can be applied by analyzing and sorting out various things that affect the four factors, then applying it in a SWOT matrix image, where the application is how strengths are able to take advantage of existing opportunities, how to overcome weaknesses that prevent the advantage of existing opportunities, then how strengths are able to face existing threats, and finally how to overcome weaknesses that can make threats become real or create a new threat.

One of the famous culinary businesses in Jember Regency is C'Bezt Fried Chicken. C'bezt Fried Chicken offers a variety of fast food menus, for example fried chicken which is identical to the food for the people of Jember, but in the observation, it turned out that many people outside Jember also tend to buy fried chicken at C'Bezt fried chicken, ranging from students, college students, businessmen, and others.

According to the C'Bezt Balung sales data graph for 2022 above, it shows an increase and decrease every month. From the explanation of the sales data above, the problem faced by C'Best Fried Chicken balung lies in similar competitors. Therefore, researchers want to know what internal and external factors are in competing companies so that they can minimize the company's threats so that the company can continue to run well. The goal we want to achieve from this study is to find out and describe the application of SWOT analysis in the marketing strategy implemented by C'Best Fried Chicken balung.

2. Materials and Methods

Strategy is a means used to achieve the ultimate goal. Strategy is formulated as an adjustment action to react to a particular or specific environment that can be considered important, where the adjustment action is carried out consciously based on reasonable actions. Strategy is the foundation of organizational goals that show the direction of goals to be achieved by a business and every business must design a strategy to achieve its goals. The definition of strategy was first put forward by Chandler (1962) in Rangkuti (2018) stating that strategy is a long-term goal of a company, as well as the utilization and allocation of all important resources to achieve goals.

According to Rangkuti (2018) in principle, strategies are grouped into three types of strategies, namely:

1. Management strategy includes strategies that can be carried out by management with an orientation towards developing macro strategies such as product development strategies, pricing strategies, acquisition strategies, market development strategies, financial strategies and so on.
2. Investment strategy is an activity that is oriented towards investment. For example, does the company want to carry out an aggressive growth strategy or try to penetrate the market, a survival strategy, a strategy for rebuilding a new division or a divestment strategy and so on.
3. Business strategy or often called functional business strategy because this strategy is oriented towards the functions of management activities, for example marketing strategy, production or operational strategy, distribution strategy, organizational strategy and strategies related to finance.
4. According to (Puger & Sari, 2021) stated that strategy is a unified, comprehensive and integrated plan designed to ensure that the main objectives can be achieved through proper implementation. Basically, every company has a strategy, only sometimes they do not realize that the plans and activities being carried out by the company are one of the strategies. This ignorance is more due to the fact that these strategies are not formalized or not cultivated by the company so that all employees know.
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 - c) According to Murtalingtyas et al, (2023) stated that strategy is a unified, comprehensive and integrated plan designed to ensure that the main objectives can be achieved through proper implementation. Basically, every company has a strategy, only sometimes they do not realize that the plans and activities being carried out by the company are one of the strategies. This ignorance is more due to the company not formalizing or not cultivating these strategies so that all employees know.

SWOT analysis is an analysis method that determines the opportunities, threats, strengths, and weaknesses of a company or organization that is operating (Kotler, 2007). This analysis will be the basis for making policies to determine the strategy that will be used by a company to increase sales. The elements of SWOT analysis consist of: Strengths (S), namely the strengths or advantages possessed by the company to win the competition, Weaknesses (W), namely the weaknesses possessed by the company that can hinder the company in the competition., Opportunities (O), namely the abilities or opportunities that must be utilized by the company to win the competition, and Threats (T), namely threats that hinder the company from winning the competition. After the internal strategy factors of a company are identified, an IFAS (Internal Strategy Factor Analysis Summary) table is prepared to formulate these internal strategy factors within the framework of the company's strengths and weaknesses. Before creating an external strategy factor matrix, we need to first know the external strategy factors (EFAS), namely opportunities and threats.

According to Rangkuti (2018), the tool used to compile the company's strategic factors is the SWOT Matrix. This matrix can clearly describe how external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. This matrix can produce four sets of possible alternative strategies.

Table 1. SWOT Matrix

	STRENGTHS (S) Determine internal strength factors	WEAKNESS (W) Determine internal weakness factors
IFAS		
EFAS		
OPPORTUNITIES (O) Determine external opportunity factors	STRATEGI S-O Create strategies that use strengths to take advantage of opportunities	STRATEGI W-O Create strategies that minimize weaknesses to take advantage of opportunities.
THREATS (T) Determine external threat factors	STRATEGI S-T Create strategies that use strengths to overcome threats.	STRATEGI W-T Create strategies that minimize weaknesses and avoid threats.

Sumber : Rangkuti (2018)

This analysis can produce four sets of possible alternative strategies. Each of these alternative strategies is:

1. SO Strategy
This strategy is based on the company's way of thinking, namely by utilizing all strengths to seize and exploit opportunities as much as possible.
2. ST Strategy
This strategy is a strategy in using the company's strengths to overcome threats.
3. WO Strategy
This strategy is determined based on the utilization of existing opportunities by minimizing existing weaknesses.
4. WT Strategy
This strategy is based on defensive activities and tries to minimize existing weaknesses and avoid threats.

This research is a type of descriptive qualitative research with SWOT analysis methods, observations, and interviews. Qualitative research is research that uses narrative data with words to answer the research questions given (Wijyantini, B., & Arif, 2022). Descriptive research is research that explains the characteristics of the situation being observed.

Observation is an observation of the phenomena being investigated. This observation involves researchers as nonparticipant observations, who only observe the object of research. This observation starts from the location and environment around the business, the cleanliness of the place, and the number of seats provided (Sukatmadireja & Rosita, 2019).

Observations in this study are useful for supporting the preparation of a SWOT analysis, where the results of observations can be used to assess whether the business is running well. Interviews are a process for obtaining information by conducting a question and answer session between researchers and respondents. The interview in this study aims to find out more about the business being run, by asking the owner of the culinary business directly.

3. Results and Discussion

C'Bezt Fried Chicken is a subsidiary under PT. Cipta Aneka Selera which is located on Jalan Rayakemansen in Baronbend and Sidoarjo. This company has a main food, namely fried chicken. The first C'Bezt restaurant is located in Surabaya, Indonesia at Jalan Kupang Jaya No. 33. The vision of PT. Cipta Aneka Selera is to achieve optimal profitability growth and provide various types of delicious protein foods every day throughout the world by using the "Innovation Retail Partnership Model" partnership concept to the maximum, and has a mission to be a part of everyone's life, starting from affordable protein foods. PT. Cipta Aneka Selera was founded in 2011, and won the Culinary Awards in 2016 and 2017, and C'Bezt won first place in the Grab Food Click n Buy competition in 2022. Currently, there are a total of 216 C'Bezt Fried Chicken restaurant outlets spread throughout Indonesia.

Advances in information technology have made it easier for the general public to access previously inaccessible areas of the world's economy. Globalization creates a variety of new cultural products. To meet human needs is very different from the needs of other species around the world. Fast food is a popular choice for many people today, because many people prefer this type of food. C'bezt improves product quality, both in terms of product, price, location, and promotion in order to survive and compete with other companies

SWOT Analysis.

From the results of the research that has been carried out starting from seeing the general picture of C'Best Fried chicken Balung and seeing the vision and mission to seeing and knowing the current conditions, the strategies that have been taken and the performance that has been achieved, several internal and external factors can be identified at C'Best Fried Chicken. Several important internal and external factors can be identified as follows:

Table 2. External Factor and Internal Factor

<p>Strengths</p> <ol style="list-style-type: none"> 1. Strategic location 2. Has many menu variants 3. Has complete facilities 4. Has affordable prices 5. Has employees who behave politely <p>Weaknesses</p> <ol style="list-style-type: none"> 1. Unattractive interior 2. Lack of parking space 3. Has a fairly good taste 4. Less extensive and maximum promotion 5. Less than satisfactory service 	<p>Opportunities</p> <ol style="list-style-type: none"> 1. Can be rented/as a place to hold events 2. The existence of a delivery application makes it easier for consumers to buy from home 3. Changes in people's lifestyles choosing fast food 4. Availability and easy to get raw materials <p>Threats</p> <ol style="list-style-type: none"> 1. Fluctuations in raw material prices 2. More attractive promotions from competitors 3. Many new competitors emerge 4. Price games from similar competitors
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After grouping the strengths (Strengths), weaknesses (Weaknesses), opportunities (Opportunities) and threats (Threats) of the development of C'Bezt Fried Chicken Balung, it will be analyzed using SWOT which can produce alternative marketing strategy

possibilities. In addition to considering the factors above, from the strengths and weaknesses (internal factors) and opportunities and threats.

Table 3. *Matriks Internal Factor Evaluation (IFE)*

<i>Strength</i>	Sig. Level	Weight	Rating	Score
1. Strategic location	5		3,77	
2. Has many menu variants	4	$\frac{0,15}{0,12}$	3,53	$\frac{0,55}{0,42}$
3. Has complete facilities	4	0,12	3,25	0,38
4. Has affordable prices	3	0,09	3,80	0,34
5. Has employees who behave politely	4	0,12	3,57	0,42
Total	20	0,59	17,92	2,11
<i>Weakness</i>	Sig. Level	Weight	Rating	Score
1. Unattractive interior	3	0,09	-3,58	-0,32
2. Lack of parking space	3	0,09	-3,59	-0,32
3. Has a fairly good taste	3	0,09	-3,31	-0,29
4. Less extensive and maximal promotion	2	0,06	-3,32	-0,20
5. Less than satisfactory service	3	0,09	-3,33	-0,29
Total	14			
Total IFAS	34		$\frac{-17,13}{0,79}$	$\frac{-1,41}{0,7}$

Table 4. *Matriks Eksternal Factor Evaluation (EFAS)*

<i>Opportunities</i>	Sig. Level	Weight	Rating	Score
1. Can be rented/as a place to hold events	5	0,2	3,45	0,54
2. The existence of a delivery application makes it easier for consumers to buy from home	4	0,1	3,43	0,43
3. Changes in people's lifestyles that choose fast food	5	0,2	3,41	0,53
4. Availability and easy to get raw materials	4	0,1	3,44	0,43
Total	18	0,6	13,72	1,93
<i>Threats</i>	Sig. Level	Weight	Rating	Score
1. Fluctuations in raw material prices	4	0,1	-2,68	-0,34
2. More attractive promotions from competitors	4	0,1	-2,65	-0,33
3. Many new competitors emerge	3	0,1	-3,40	-0,32
4. Price games from similar competitors	3	0,1	-3,38	-0,32
Total	14	0,4	-15,02	-1,30
Total EFAS	32	1,0	-1,3	-0,63

Based on the classification in table 2 and table 3, it is known that the score for internal strategic factors of 0.7 means that C'Bezt Fried Chicken Balung has average strengths and weaknesses

that C'Bezt Fried Chicken Balung has can be utilized to minimize weaknesses while the total score of external factors of 0.63 provides opportunities to grow and develop in the future by anticipating threats along with the growth and development that occurs. To find out the description of the company's strategy, based on the IFAS and EFAS formulations, it is then calculated in the internal external matrix IE matrix.

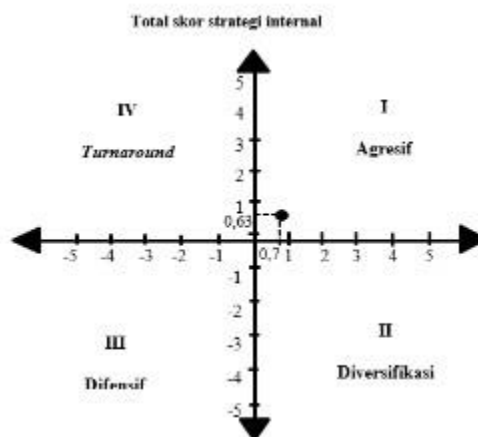


Figure 1. Matrix IE

Based on the IE matrix formulation obtained at the position of Toko Bima Jaya, which is in quadrant I marked with an asterisk (0.7:0.63) if seen from the asterisk, C'Bezt Fried Chicken Balung should implement an aggressive strategy. An aggressive strategy itself is a strategy that supports the company to continue to maximize the strengths and opportunities that exist to continue to advance and achieve greater success, so to implement an aggressive strategy, C'Bezt Balung utilizes the company's internal strengths to gain advantage from external opportunities in order to achieve increased business growth. An aggressive strategy in SWOT analysis is an approach aimed at maximizing the strengths and opportunities owned by the company and actively addressing existing weaknesses and threats.

Table 5. Matriks SWOT C'Bezt Fried Chicken Balung.

	Kekuatan/Strength(S)	Kelemahan/Weaknesses (W)
IFAS	6. Strategic location	5. Unattractive interior
	7. Has many menu variants	6. Lack of parking space
	8. Has complete facilities	7. Has a fairly good taste
	9. Has affordable prices	8. Less extensive and maximal promotion
	10. Has employees who behave politely	9. Less than satisfactory Service
EFAS		

Peluang/Opportunities (O)	Strategi SO	Strategi WO
. Can be rented/as a place to hold events	. Maximizing technological developments, such as	1. Improve the interior appearance of the company to increase customer comfort.
. The existence of a delivery application makes it easier for consumers to buy from home	. Setting more affordable prices	2. Maximize promotions both offline and online.
. Changes in people's lifestyles choose fast food	. Conducting training both in terms of skills and services for employees	3. Improve the taste of food, by creating a distinctive taste.
. Availability and easy to get raw materials		

Ancaman/Treats (T)	Strategi S-T	Strategi W-T
1. Fluctuation in raw material prices	1. More efficient use of raw materials, in overcoming fluctuations in raw material prices.	1. 1. Improve service aspects.
2. More attractive promotions from competitors	2. Creating more attractive promotions, offline and online.	2. 2. Increase offline and online promotions
3. Many new competitors emerge	3. Setting more affordable prices.	3. 3. Improve food quality by creating a distinctive taste.
4. Price games from similar competitors		4. 4. Set more affordable prices.

S-O Strategy

Strength-opportunities strategy or strength and opportunity strategy is a strategy that relies on the strengths of the company which are then maximized using existing opportunities. This strategy is based on the company's thinking that wants to maximize existing opportunities. According to Kotler (2007) Strengths (S), namely the strengths or advantages possessed by the company to win the competition. While Opportunities (O), namely the abilities or opportunities that must be utilized by the company to win the competition. So the Strengths-Opportunities strategy is a strategy based on the company's way of thinking by utilizing all strengths to seize and utilize opportunities as much as possible (Indriya et al, 2023). Based on the results of the SWOT analysis, the Strengths and Opportunities Strategy at C'Bezt Fried Chicken is:

1. Maximizing technological developments, such as online services
2. Setting more affordable prices
3. Conducting training both in terms of skills and services for employees

S-T Strategy

The Weakness-opportunities strategy or weakness and opportunity strategy is a strategy that maximizes existing opportunities by reducing or minimizing weaknesses in the company. This strategy is based on the company's thinking that wants to minimize weaknesses in the company to maximize the opportunities obtained by the company. According to Kotler (2007) Weaknesses (W), namely weaknesses owned by the company that can hinder the company in competition. While Opportunities (O), namely the ability or opportunities that must be utilized by the company to win the competition. So the Weakness-opportunities strategy is a strategy that is implemented based on the utilization of existing opportunities by minimizing existing weaknesses. Based on the results of the SWOT analysis, the Weakness-Opportunities Strategy at C'Bezt Fried Chicken is:

1. Improve the interior appearance of the company to increase customer comfort.
2. Maximize promotions both offline and online.
3. Improve the taste of food, by creating a distinctive taste.

W-O Strategy

Strength-treats strategy or strength and threat strategy is a strategy that relies on the strength of the company which is maximized in overcoming threats to the company. This strategy is based on the company's thinking that wants to overcome existing threats by maximizing the company's strengths. According to Kotler (2007) Strengths (S), namely the strengths or advantages possessed by the company to win the competition. While Threats (T), namely threats that prevent the company from winning the competition (Çelikkol, 2024). So the Strength-treats strategy is a strategy that uses the strengths possessed by the company to overcome existing threats. Based on the results of the SWOT analysis, the Strength-treats Strategy at C'Bezt Fried Chicken is:

1. More efficient use of raw materials, in overcoming fluctuations in raw material prices.
2. Create more attractive promotions, offline and online.
3. Set more affordable prices

W-T Strategy

The Weakness-treats strategy or weakness and threat strategy is a company's defense strategy in minimizing and overcoming existing weaknesses and threats. This strategy is based on the company's thinking that wants to overcome existing threats by minimizing existing weaknesses in the company. According to Kotler (2007) Weaknesses (W), namely weaknesses owned by the company that can hinder the company in competition. While Threats (T), namely threats that prevent the company from winning the competition. So the Weakness-treats strategy is a strategy based on defensive activities and tries to minimize existing weaknesses and avoid threats. Based on the results of the SWOT analysis, the Strength-treats Strategy at C'Bezt Fried Chicken is:

1. Improve the service aspect.
2. Increase promotions offline and online
3. Improve food quality by creating a distinctive taste.
Set more affordable prices.

4. Conclusion

Based on the results of the analysis and discussion that the researcher has explained, it can be concluded that:

1. Based on the IE Matrix, the position of C'Bezt Fried Chicken Balung is in quadrant I marked with an asterisk (0.7; 0.63). Judging from the data, C'Bezt Fried Chicken Balung means implementing an aggressive strategy (SO). An aggressive strategy itself is a strategy that supports the company to continue to maximize the strengths and opportunities that exist to continue to advance and achieve greater success, so to implement an aggressive strategy, C'Bezt Balung utilizes the company's internal strengths to gain advantage from external opportunities to achieve increased business growth (Christian, 2024).
2. In determining the alternative choice of strategy to be used, namely using the results of the analysis on the IE Matrix that has been made with the alternative strategy to be used, namely an aggressive strategy (SO). According to Kotler (2007) an aggressive strategy (SO) is a strategy that maximizes the company's strengths to maximize existing opportunities (Raharti, 2024). So the company does not focus on overcoming existing weaknesses and threats, but rather utilizes strengths in using existing opportunities. From the results of the alternative choices of company strategies that have been obtained, with an aggressive strategy, researchers and the company get a marketing strategy, namely by improving the quality of service and product taste, considering the selling price, and developing promotions and developing online sales (Abdel-Hady, 2024).

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