



Marketing Strategy Analysis Using the Quantitative Strategic Planning Matrix (QSPM) to Increase Sales Furniture

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Info Artikel

Diterima 29 April
2022

Disetujui 22 Mei
2022

Dipublikasikan 28
Mei 2022

Keywords:
Marketing Strategy;
QSPM; Sales
Furniture

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Abstract

Sarah's furniture trade company is a company that manufactures industrial furniture such as cabinets, chairs, and tables. Sarah's Furniture Trading Business's concern is that the company's revenues from 2019 to 2020 declined owing to internal and external factors. The goal of this research is to discover the marketing strategy employed by the Sarah Furniture Trading Business, as well as how the marketing strategy employs the Quantitative Strategic Planning Matrix approach to enhance sales at the Sarah Furniture Trading Business. Sarah's furniture trade business received a total score of 22.75 based on the IFE matrix analysis, while the EFE matrix analysis received a score of 18.48. Sarah's furniture trading business IE matrix findings are in the V quadrant, with an IFE matrix of 22.75 and an EFE of 18, 48, indicating that the company may overcome it through product quality, product market development, and market penetration methods. The SWOT matrix study produced nine strategies from which Sarah's furniture trade business may choose. The highest prioritized alternative strategy, according to the QSPM matrix, is to maintain product quality with a TAS score of 12.

1. Introduction

The fast growing Indonesian economy will indirectly boost the productivity of businesses in a variety of industries, resulting in increased competition. The level of competition in the corporate sector began to rise, affecting both manufacturers and service providers. To compete in the global market, business players must maintain the quality of their products (Hanifa, 2021; Pribadi, 2012).

The furniture and construction industry is one of the industries that has the potential to grow. Because of its ample raw materials and talented artisans, the furniture industry has a high potential for stimulating the growth and development of the national industry (Kurniawati, 2021). According to Cooper (2004), a culture

that encourages the development of the creative process is a critical pillar for the performance of new product development. Sarah's Furniture Business is a home industry business founded in 2012 that manufactures and sells furniture in the Wolio District of Baubau City.

However, in order to capitalize on the market opportunities and potential for this furniture product, several marketing obstacles must be overcome, including: many competitors offering similar products, unsatisfactory customer relationships with companies, product price sensitivity, a less strategic company location, and limited capital. When running a business, this results in a low amount of sales (Apsari et al., 2015). As a result, various efforts and growth methods are required in this home business in order for it to continue producing and developing. Using marketing plan management is one way to enhance the number of sales of a product David (2006). According to Tjiptono (2002), marketing strategy is a statement about a brand or product line achieving its goals, and the ultimate goal of the marketing strategy is to provide direction in relation to several variables such as market segmentation, identification of target markets, and marketing mix elements (Mulyadi, 2007). The SWOT and QSPM methodologies are used in marketing strategy analysis and marketing management.

It is essential for the organization to determine the SWOT and QSPM procedures. In a business, the SWOT approach is a methodical analysis of several aspects used to develop a marketing plan (Sibarani et al., 2018; Ujang, 2016; Nugroho, 2016). SWOT analysis, according to David (2006), is an analytical tool used to gather strategic elements based on the company's strengths, weaknesses, opportunities, and threats. Internal elements such as strengths and weaknesses are considered, whilst external factors such as opportunities and dangers are considered. Strengths, weaknesses, opportunities, and dangers are represented in a matrix. The SWOT approach will assist entrepreneurs in developing four types of strategies that correspond to internal and external elements. The four categories of strategies are as follows: Strengths -Possibility (SO)

2. Methodology

The focus of this study is the Sarah Furniture business in the Wolio District of Baubau. This study's population is the 2019-2020 sales data for Sarah's Furniture in Wolio District, Baubau City. This study's sample is the 2019-2020 sales data for Sarah's Furniture in Wolio District, Baubau City. The technique of data collection employed is field research, or research conducted directly on the object of study through direct interviews with the management of the Sarah Furniture firm in the Wolio District of Baubau City. This research employs descriptive qualitative and quantitative analysis to provide information for problem solvers tasked with enhancing the company's sales. The data analysis method begins with the determination of the IFE matrix to describe and analyze internally the primary strengths and weaknesses in the business's functional areas. In addition, calculate the EFE matrix in order to compile a list of profitable possibilities and hazards that must be avoided.

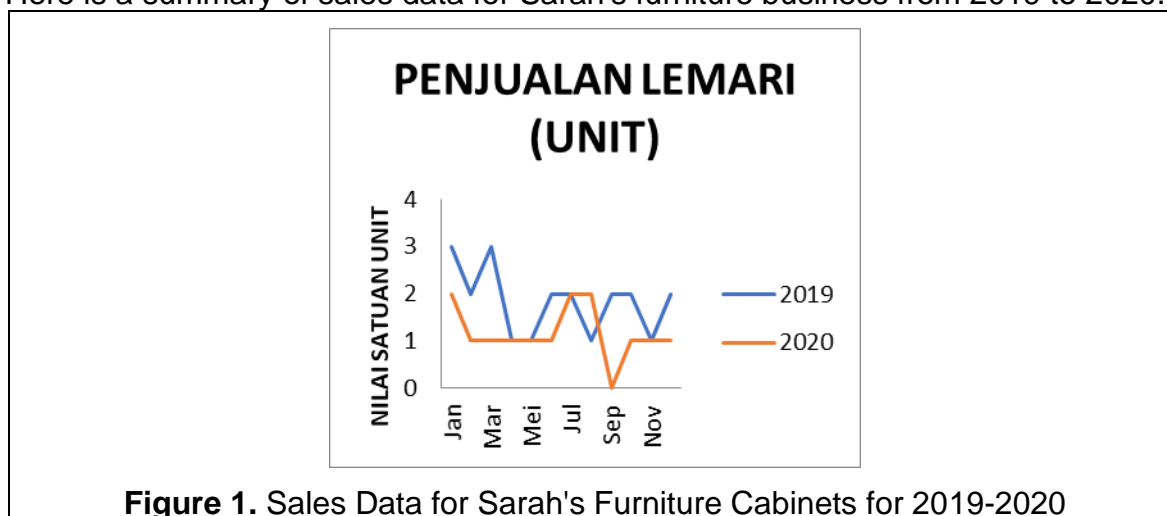
According to David (2006:350-351) there are 6 steps that need to be done in this stage, namely as follows:

- Make a list of the company's internal factors that become strengths and weaknesses and external factors that become opportunities and threats from the IFE and EFE matrices.
- Give weight to each factor, both internal and external. The weights must be identical to those given in the IFE and EFE matrices.
- Record the resulting alternative strategies in the SWOT matrix.
- Determine the attractiveness score (AS) given to each other strategy by considering certain factors. The range of attractiveness scores (AS) was 1 = not attractive, 2 = somewhat attractive, 3 = attractive, 4 = very attractive.
- Calculate the Total Attractiveness Score (TAS) by multiplying the weight by the attractiveness score (Attractiveness Score / AS). The Total Attractiveness Score (TAS) shows the relative attractiveness of each alternative strategy.
- Calculate the total value of TAS in each QSPM column. The largest value indicates that the last chosen alternative strategy.

3. Result and Discussion

3.1 Sarah's Furniture sales data recapitulation

Sales are transactions conducted by both parties, namely the seller and the buyer, including the exchange of commodities or services through the use of legal transaction instruments (Erosvitha & Wirawati, 2016). There are numerous sales figures for cabinets, chairs, and tables sold by Sarah's Furniture Trade Business. Here is a summary of sales data for Sarah's furniture business from 2019 to 2020.



Source: Sarah Furniture Trading Business 2019-2020

Based on Figure 1, Sarah's Furniture Wardrobe Sales data for 2019-2020 experienced a decrease in unit value, where in 2019 the highest sales level in January and March was 3 and the lowest sales level in April, May, August, and November was 1. Whereas in 2020 the highest sales level was in January, July and August, namely 2 and the lowest sales level was in September, namely 0.

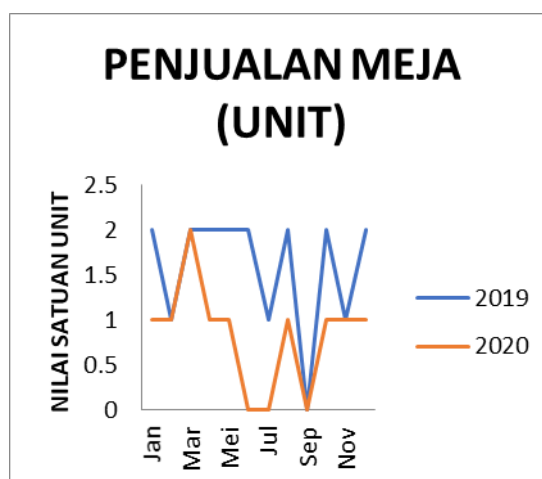


Figure 2. Sales Data for Sarah's Furniture for the Year 2019-2020

Source: Furniture Trading Business Sarah Year 2019-2020

Based on figure 2, Sarah's Furniture Sales data for 2019-2020 experienced a decrease in unit value, where in 2019 the highest sales level was in January, March, April, May, June, August, October and December, namely 2 and the lowest sales level was in September is 0. While in 2020 the highest level of sales in March is 2 and the lowest level of sales in September is 0.

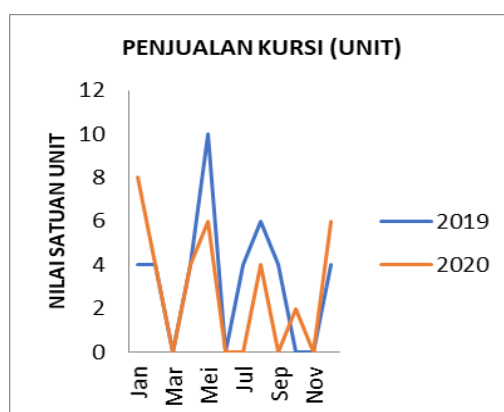


Figure 3. Sarah Furniture Chair Sales Data for 2019-2020

Source: Sarah Furniture Trading Business 2019-2020

Based on Graph 3, Sarah Furniture Chair Sales data in 2019-2020 experienced a decrease in unit value, where in 2019 the highest sales level was in May, namely 10 and the lowest sales level was in March, June, October, and November, which was 0. While in 2020 the highest sales rate was in January, namely 8 and the lowest sales level was in March, June, July, September, November, which was 0.

3.2 Internal Environmental Analysis

Internal environmental analysis is the discovery and evaluation of strengths and weaknesses that affect Sarah's Furniture Trading Business. Management, marketing, research and development, and information systems are the internal components utilized in this study based on the current status of the company. Table 1 illustrates the strengths and limitations of each factor:

Table 1. Identification of strengths and weaknesses

Internal factors		Strength	weakness
Management	planning	discussions are held periodically	
	organizing	each position does the job well	
	motivating	There is direction and motivation before work starts	
	controlling	Area/region manager controls each outlet routinely	
Marketing	product	a durable product where this can be proven by the main raw material used by Sarah Furniture, which is made of old teak wood.	
	price	the high price given to the product is proportional to the high quality of the product	
	place		the location of the sale is not strategic, it is on the outskirts of the city, namely Jalan Pahlawan, Kadolo Katapi Village, Wolio District, Baubau City
	promotion	Discounted prices when buying in large quantities. This discount is given by Sarah Furniture Trading Business to attract consumers and so that consumers become loyal to the company	do not do online promotion
	person		
	product display		Product displays are not neat where this can be seen from the products on display, namely old goods or not the latest production and the position of the display has never been changed to be as attractive as possible
	productivity and quality	Using the stock list for raw material control	
Research and development	Done in stages and continuously by the team		
Information Systems	Using broadcasts with employees		

3.3 External Environmental Analysis

Analysis of the external environment is the discovery and evaluation of opportunities and hazards that affect Sarah's Furniture Trading Business. EFE matrix is used to examine the external aspects of the company (Rangkuti, 2016). Sociocultural, economic, environmental, and demographic external variables

influence the current situation of this firm. Each aspect's strengths and limitations are outlined in Table 2:

Table 2. Identification of strength and weakness factors

External factors		Opportunity	Threat
Micro Environment			
	demography	population growth	
	Social	the lifestyle of the surrounding community. The people of Baubau City, who have lower middle and upper economic levels, prioritize product quality	lots of circulating similar products
	Economy	provide guarantees to consumers by improving the quality of production	people's purchasing power decreases
	Politics	Cooperating with government agencies, companies and educational institutions	high bargaining power of consumers

3.4 Factor Evaluation

a) IFE (Internal Factor Evaluation) Matrix

Sarah's Furniture Trading Business's sales are affected by internal factors in the form of strengths and weaknesses, as determined by IFE matrix analysis. Determination of twigs from four respondents: the Company Manager (MP), the Finance Manager (MK), Service Employees (KP), and Work Employees (WP) (KK). Based on the results of weighing and rating using the IFE matrix, table 3 displays the outcomes of the IFE matrix study for Sarah Furniture.

Table 3. Results of Branch Analysis of Sarah's Furniture IFE Matrix

INTERNAL FACTORS	Twigs				
STRENGTH	MP	MK	KP	KK	AVERAGE
A= Quality or quality of work products	4	4	4	4	4
B=durable product	4	4	3	3	3.5
C=The number of product variations	3	3	3	3	3
D=High price according to product quality	4	4	4	3	3.75
E=Discounted price when buying in bulk	3	3	3	4	3.25
WEAKNESS					
F=The location of the sale is not strategic	2	2	2	2	2
G=The product display is not neat	2	2	1	1	1.5

H=No promotion	1	1	1	1	1
I=Lack of communication with customers	2	1	1	1	1.25
Total					23.25
Total Average IFE					2.58

Source: Sarah Furniture Data Processing, 2021

Based on table 3, the highest IFE matrix analysis branch in Sarah's Furniture Trading Business obtained a total score of 4 with a very attractive category, because the products produced are of high quality and quality compared to its competitors, one of which is in terms of product durability and product convenience, which gives consumers satisfaction so that consumers become brand loyal. With a score of 0.75, the drawback of Sarah's Furniture Trading Business is the absence of advertising in both print and electronic media. This is due to the fact that consumers are unfamiliar with the products supplied by Sarah Furniture Trade Business.

b) EFE (External Factor Evaluation) Matrix

Analysis of the EFE (External Factor Evaluation) matrix is the outcome of identifying external factors in the form of opportunities (Opportunities) and threats (Threats) that impact Sarah's Furniture Trading Business's sales. This model's objective is to obtain a company plan at a level of corporate governance that is more specific (Rangkuti, 2016). The EFE matrix is crucial to understanding the opportunities and dangers facing Sarah's Furniture Trading Business. The following table depicts the result of the EFE matrix analysis derived from 8 respondents who are consumers who purchase products from Sarah's Furniture Trading Business.

Table 4. Results of Sarah Furniture EFE Matrix Analysis Branches

EXTERNAL FACTORS	Twigs								
OPPORTUNITY	K1	K2	K3	K4	K5	K6	K7	K8	AVERAGE
A= Cooperating with government agencies, companies and educational institutions	4	3	3	3	3	4	3	4	3.38
B= Population growth	3	3	3	2	2	3	2	3	2.63
C= Providing guarantees to consumers	2	3	3	4	3	2	2	3	2.75
D = The lifestyle of the surrounding community	2	3	3	3	3	3	2	3	2.75
THREAT									
E= Rising raw material prices	1	2	2	2	3	3	2	1	2
F= Number of circulating similar products	1	2	1	1	2	2	2	2	1.63
G= People's purchasing power decreases	2	2	2	2	1	1	3	2	1.88
H= High bargaining power of consumers	2	1	1	2	1	1	2	2	1.5
TOTAL									18.5
TOTAL AVERAGE EFE									2.31

Source: Sarah Furniture Data Management, 2021

According to table 4, the branch analysis of the EFE matrix yields an overall score of 18.48. The total weight score is 18.48, and the average opportunity score is greater than 2.5, indicating that the external position of the Sarah Furniture Trading Business is able to respond effectively to external threats by capitalizing on existing opportunity factors. Sarah's Furniture Trading Business has a 3.37-point chance to collaborate with government organizations, businesses, and educational institutions. By participating in this collaboration, Sarah's Furniture Trading Business obtained a promotional medium, namely word-of-mouth, to attract additional customers. With a total score of 2, the primary threat to Sarah's Furniture Trading Business is the increase in raw material prices. Where field stocks of raw teak wood supplies are running short.

c) IE Matrix (Internal=External)

The purpose of determining the location of business units within the organization is to assist the selection of the most suitable alternative development plans for future competitiveness and business expansion. The information can then be placed in an IE (Internal-External) matrix based on the results of the IFE and EFE matrices. The IE Matrix (Internal – External) is used to examine the company's position in further depth and determine which approach Sarah's Furniture Trade Business should employ. The total value of the average analysis rating score on the IFE matrix is 2.53 while the total value of the average analysis rating score on the EFE matrix is 2.31. These results indicate that Sarah's Furniture Trading Business occupies the median place. The best method to employ in this situation is the strategy of preserving and maintaining.

d) SWOT Matrix

Based on the evolution of the IFE and EFE matrices into IE, the SWOT matrix represents the strategic actions that Sarah's Furniture Trading Business should take. SWOT analysis is a methodical analysis of a company's strengths, weaknesses, opportunities, and threats (Rangkuti, 2016). The Sarah Furniture Trade Business uses SWOT matrix analysis to build a strategy based on the results of the internal and external matrices. The resulting alternate techniques are as follows:

1. SO Strategy (Strenghts Opportunities)
 - a. Maintain quality to ensure client satisfaction.
 - b. Give a discount for partnering with government organizations, businesses, and educational institutions that purchase significant amounts of products.
2. WO Strategy (Weakness Opportunities)
 - a. Increase advertising in order to reach the target market more effectively
 - b. Create high-quality products and designs to compete with low-priced substitutes that offer identical goods.
 - c. Choose a site that is very visible to the public or potential customers
3. ST strategy (Strengths Thearts)

- a. Establish a product pricing strategy with the goal of attracting consumers so they cannot move to low-priced substitutes
 - b. Improve product quality to provide consumers with more happiness, resulting in increased customer loyalty.
4. WT strategy (Weakness Threats)
- a. Increase market share to become more widely known
 - b. Maintaining a positive connection with customers can enhance product sales by attracting repeat business.

Several alternative strategies were derived from the development of strategies on the SWOT matrix, including SO (Strengths Opportunities), WO (Weakness Opportunities), ST (Strengths Threats), and WT (Weakness Threats) Strategies (Weakness Threats). On the basis of the interview results, it was explained that the Sarah Furniture Trade Business products on display were outdated, and that the products on the front display should be the newest products and the newest models, as well as offering discounts to consumers who purchase in bulk and become loyal customers.

e) Quantitative Strategic Planning Matrix (QSPM)

The QSPM matrix is the final stage of strategy formulation analysis, consisting of the selection of the best alternative and the selection of the company's optimal plan. According to Purwanto (2006), Quantitative Strategy Planning Matrix (QSPM) analysis is used to establish the relative attractiveness and evaluate options -choice of different strategies that can be implemented objectively, based on previously recognized internal and external success determinants. Table 5 displays the outcomes of the QSPM matrix study of Sarah Furniture.

Table 5. Results of Sarah Furniture QSPM Matrix Analysis

No	Alternative Strategies	Strategy Alternative Score		
		Weight	Us	Bag
1	Maintain product quality and quality	4	3	12
2	Provide discounts for running collaborations with government agencies, companies and educational institutions	2.75	3	8.25
3	Increase online promotion	3.25	3	9.75
4	Creating quality products and designs	2.5	3	7.5
5	Choose a strategic location	3	2	6
6	Setting product pricing strategy	2.75	2	5.5
7	Improve product quality	2.5	2	5
8	Change product display style	2	2	4
9	Maintain good relationship with consumers	3.25	2	6.5
Total				64.5

After determining the TAS value from the QSPM matrix analysis, the following step is to rank each strategy to make it easier to determine which strategies are the most and least desirable for Sarah's Furniture Trading Business. The ranking of Sarah's Furniture Trading Business is displayed in table 6:

Table 6. Ranking of Alternative Sarah Furniture Marketing Strategies

No	Alternative Strategy	BAG SCORE	RANK
1	Maintain product quality and quality	12	1
2	Provide discounts for running collaborations with government agencies, companies and educational institutions	8.25	3
3	Increase online promotion	9.75	2
4	Creating quality products and designs	7.5	4
5	Choose a strategic location	6	6
6	Setting product pricing strategy	5.5	7
7	Improve product quality	5	8
8	Change product display style	4	9
9	Maintain good relationship with consumers	6.5	5

Source: *Sarah Furniture Data Processing, 2021*

Table 6's TAS calculation findings indicate that maintaining product quality and product quality, with a TAS score of 12, is the alternative approach with the highest priority for the Sarah Furniture Trade Business. The second technique entails increasing promotion for those having a TAS score of 9.75. The third discount requires a TAS score of 8.25 to qualify. Fourth, developing high-quality products and designs with a TAS score of 7.50. With a TAS score of 6.5, the fifth factor is sustaining positive consumer interactions. Sixth is a product price plan with a TAS score of 6, while seventh is a product price strategy with a TAS score of 5.5. With a TAS score of 5, the eighth strategy is to enhance product quality. The ninth method is to update the product display style, which has a TAS score of 4.

Maintaining product quality and quality is the most sought-after alternative and the company's top priority, since consumer demand is currently more focused on product quality and lifestyle. As a result, the company always uses class 1 wood varieties, specifically teak wood, as a raw material in the production of its products. Thus, word-of-mouth and Sarah's Furniture trade business's devoted customers might encourage consumers to continue purchasing products from Sarah's Furniture Trade Business despite the absence of corporate promotional activities through other media.

4. Discussion

Internal environmental analysis is the identification and evaluation of strengths and shortcomings affecting Sarah's Furniture Trading Business. Possessing strengths that include the quality and quality of work goods, diverse product varieties, product pricing based on product quality, and offering discounts. Weaknesses of Sarah's Furniture Trading Business, specifically: the sales location is not strategic, the product display is sloppy, and there is no social media marketing. Strategic planners utilize external environmental analysis to monitor the company's external environmental parameters in order to identify opportunities and dangers. The prospects available to Sarah's Furniture Trading Business are as

follows: Cooperating with government organizations, businesses, and schools. The neighboring community's way of life is changing as its population grows.

After accomplishing all the necessary studies to determine the plan for the Sarah Furniture Trading Business, the next stage is to compare the growth of the business from January to August of 2020 and 2021. Growth is an increase in sales over a specified period of time. This metric is used to evaluate the effectiveness of the sales force, to identify the business strategy to be implemented, and as a decision-making indicator by the company's upper management. To determine a company's health, it is required to determine its rate of growth. The table below summarizes sales information for Sarah's Furniture Trading Business from January to August of 2021 and 2020.

Table 7. Recapitulation of Sarah's Furniture Sales Data in 2021

NO	MONTH	WARDROBE (UNIT)	TABLE (UNIT)	SEAT (UNIT)
1	January	2	1	6
2	February	2	2	8
3	March	2	2	0
4	April	3	1	4
5	May	3	2	8
6	June	1	2	8
7	July	1	2	8
8	August	3	1	2
TOTAL		17	13	44

Source: Sarah Furniture Trading Business 2021

Table 8. Recapitulation of Sarah's Furniture Sales Data in 2020

NO	MONTH	WARDROBE (UNIT)	TABLE (UNIT)	SEAT (UNIT)
1	January	2	1	6
2	February	2	2	8
3	March	2	2	0
4	April	3	1	4
5	May	3	2	8
6	June	1	2	8
7	July	1	2	8
8	August	3	1	2
TOTAL		17	13	44

Source: Sarah Furniture Trading Business 2020

From the above growth calculation, it can be seen that the Sarah Furniture Trading Business has a positive sales growth position, which means that cabinet sales will increase by 54.54 percent, table sales will increase by 85.71 percent, and seat sales will increase by 69.23 percent between 2020 and 2021. Next, comparisons will be made between Sarah's Furniture Trading Business and prior studies that have also utilized the QSPM approach. The similarity can be visualized in the following way:

1. Research conducted by Aris Nugroho in 2016 with the title "Marketing Strategy Analysis Using the Quantitative Strategic Planning Matrix Method on PT Wirasindo Santakarya -Wisanka Furniture".

There are similarities and contrasts in the research findings between these two studies, namely regarding product quality improvement measures. According to studies undertaken by Aris Nugroho, he markets his furniture products primarily through domestic and international channels. As a result of the Covid-19 virus's effect on people's purchasing capacity, the Sarah Furniture Trading Business places a premium on the quality, diversity, and quality of its products in order to draw consumers' attention.

In addition to the differences in the research results conducted at PT Wirisindo Santakarya, specifically that the firm emphasizes the strategy of preserving pricing, this strategy is prioritized in order to attract more customers so that the company's market share can expand in the future. In the meanwhile, the most important approach for Sarah's furniture trading business is to expand online promotion. Where this technique is additionally prioritized to increase market share, it can have a positive impact on raising sales at Sarah's Furniture Trading Business.

2. Research conducted by Ujang Syahrul M in 2016 with the title "Analysis of Quantitative Strategic Planning Matrix (QSPM) to determine business strategy at UD. Kontomulyo Badas-Kediri.

According to the findings of this study, the strategy prioritized by UD. Kontomulyo Badas-Kediri is to increase offline promotion by rearranging the store arrangement and providing a price tag for each product, whereas the findings of the research conducted at Sarah's Furniture Trade Business were to maintain product quality and improve online promotion.

The primary difference between the results of the two studies is the strategy highlighted by UD. Kontomulyo Badas-Kediri, which is to increase offline promotions in an effort to retain existing consumers. While the conclusion of Sarah's Furniture Trade Business's research is to improve internet promotion, Online promotion is necessary for Sarah's Furniture Trade Business since it may help increase market share, which will have a positive effect on the company's sales volume. During the COVID-19 pandemic, online promotions are also more effective at preventing the spread of the COVID-19 virus.

The second difference in the study's findings is denoted by the letter UD. Kontomulyo Badas-Kediri prioritizes tactics for organizing product displays in order to draw the attention of consumers. As this is the first impression of the store's customers, it is essential that all products on display appear orderly, harmonic, and enticing to every client who enters UD. Kontomulyo Badjomilo Badjomilo Kediri. Meanwhile, with Sarah's Furniture Trading Business, maintaining product quality is the first focus. This technique is emphasized because it increases the purchasing power of individuals as a result of the COVID-19 epidemic.

5. Conclusion

On the basis of the research conducted, it can be determined that Sarah's Furniture Trading Business has employed the approach of marketing their own products and selling directly to customers or on the basis of orders and consumers.

And there are nine alternative outcomes of marketing strategies using the QSPM method that can be applied to Sarah's Furniture Trade Business, namely, Maintaining product quality and quality, Offering discounts for collaborating with government agencies, companies, and educational institutions, Increasing promotions, Creating quality products and designs, Choosing a strategic location, Establishing product pricing strategies, Improving product quality, and Changing product designs.

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