SWOT-AHP Integrated Strategic Analysis of Culinary MSMEs: Optimizing Product Diversification to Increase Sales

Chaerunnisa Najib*, Tuti Supatminingsih, Muhammad Hasan, Muhammad Asiz, Najamuddin, Marhawati Najib
Universitas Negeri Makassar, Indonesia

*Corresponding Author
Jl. A. P. Pettarani, Tidung, Kec. Rappocini, Makassar, Sulawesi Selatan, Indonesia 90222
e-mail: chaerunnisanajib5@gmail.com

Abstract: this study aims to analyze internal and external environmental factors affecting MSMEs in the culinary sector and to formulate appropriate strategic alternatives for business development using SWOT-AHP integration. A mixed-methods approach, combining qualitative and quantitative techniques, was employed. Data were collected through observations, interviews, and questionnaires, utilizing both primary and secondary data sources. Analysis tools included Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal-External (IE) Matrix, SWOT Matrix, and Analytical Hierarchy Process (AHP) using Expert Choice software. The results indicated an IFE total score of 2.74 and an EFE total score of 2.39, placing the MSME within the growth quadrant (Quadrant I), which signifies a strong position for leveraging internal strengths and external opportunities. Based on SWOT analysis, the Strength-Opportunity (SO) strategies recommended include maintaining and enhancing service quality to ensure customer loyalty, leveraging product diversification to increase sales, and utilizing brand ambassadors for effective promotion. Weakness-Opportunity (WO) strategies involve pricing adjustments based on market conditions and quality enhancement to retain customers. Strength-Threat (ST) strategies recommend maintaining product quality despite rising raw material costs to sustain customer retention. Lastly, Weakness-Threat (WT) strategies suggest expanding market reach and intensifying promotional activities to remain competitive. The AHP analysis identified the most prioritized strategic alternative: leveraging product diversification to enhance sales volume. This study contributes practical insights for culinary MSMEs seeking sustainable growth and improved market competitiveness.

Keywords: SWOT-AHP, integrated strategic, culinary MSMEs, increase sales

INTRODUCTION

In the current era of globalization, the development of the world of Micro, Small and Medium Enterprises (MSMEs) is increasing and plays an important role in the economy in various countries. With the increasing number of MSMEs, companies face a difficult situation in implementing development strategies to maintain the company amidst increasingly fierce competition (Lee & Lee, 2022; Trigkas et al., 2023; C. Zhang et al., 2022). On the other hand,

governments around the world are focusing on Micro, Small and Medium Enterprises in order to encourage economic growth because it is recognized that Micro, Small and Medium Enterprises have a positive impact on increasing wealth innovation and reducing unemployment throughout the country because they create jobs (Nechita et al., 2024).

One of the Micro, Small and Medium Enterprises (MSMEs) that is currently growing rapidly in Indonesia is the food industry. This is because food is one of the basic human needs that must be met (Rahmatullah et al., 2019). In modern times, there are many food variants, from large restaurants to small stalls, which of course makes people know which company has the best quality of service and food.

The development of the food industry is a fairly prospective form of business in Indonesia, this is because food is one of the basic needs that must be met(Alam et al., 2023). The existence of small businesses and their marketing activities can create a society that has an independent source of income and does not depend on other parties to meet their needs. Micro and small businesses also play a large role in helping the government in creating jobs, especially for people with low education (Jamali, 2024; Petrescu & Krishen, 2023; Rohmani, 2023).

The large number of Micro, Small and Medium Enterprises (MSMEs) sectors, especially the food industry that is currently developing, is a clearly visible phenomenon, ranging from small-scale food stores to international ones. This makes food industry businesses compete to meet customer needs so that their businesses can survive in increasingly tight competition (Barbosa et al., 2024; Chevalier et al., 2019; Kamada et al., 2023; N. Zhang et al., 2020).

One of the food industries in Pangkajene and Kepulauan Regency is the leading sponge cake in Makassar, The Bolu Rampah, Pangkep Branch. The presence of Bolu Rampah since 2019 until now has placed it as one of the sponge cakes that is in great demand by the public and already has several branches in the city of South Sulawesi including The Bolu Rempah which is located in Pangkajene and Kepulauan Regency. The Bolu Rampah is one of the typical snacks of South Sulawesi. Sponge cake with brown sugar flavor combined with cinnamon makes this cake different from cakes in general. In its business, bolu rampah has 23 variants consisting of 13 flavor variants for bolu rampah and 10 regular sponge cakes and various types of traditional cakes. In addition to trying to continue to increase turnover through the sale of bolu rampah, it also has to compete with its competitors.

The emergence of similar brands of bread and sponge cakes has made competition in this business increasingly tight. Culinary business actors, especially sponge cakes, are competing to attract as many consumers as possible in order to increase their sales (Lopes et al., 2022; Priya et al., 2022). Every business actor is actively innovating their products, advertising in order to be able to Developing the Bolu Rampah culinary business is inseparable from challenges and obstacles, both in terms of capital, human resources, management, mastery of information technology, business climate and product quality. The increasing number of similar businesses that have emerged in the same market area has created very tight competition, so that it is necessary to implement a special strategy to develop the business from several aspects. Ahmad et al., (2022); Morgan et al., (2019); Vojinović et al., (2022) state that strategy is a framework that guides and controls choices that determine the nature and direction of an organization, where these choices relate to the scope of products or services, markets, core capabilities, growth, profit and distribution of resources from an organization.

In navigating this increasingly complex competition, micro, small, and medium enterprises (MSMEs) in the culinary sector are required not only to rely on product excellence but also to interpret market dynamics and adapt their business strategies accordingly. One relevant

approach to addressing these challenges is the implementation of strategic analysis based on measurable internal and external environmental factors. Strategies such as product diversification, enhancement of customer service, and the utilization of digital technology and promotional tools are crucial steps for maintaining business sustainability and expanding market share. Therefore, business development should not be carried out conventionally but must be based on data and systematic analysis to ensure accurate and sustainable decision-making. Several studies have emphasized that integrating SWOT analysis with multi-criteria decision-making methods such as the Analytical Hierarchy Process (AHP) offers more focused and prioritized strategic alternatives (Arslan et al., 2022; Govindan & Rajendran, 2015).

Based on this background, the present study aims to analyze the internal and external environmental factors influencing the sustainability of culinary MSMEs, particularly The Bolu Rampah Pangkep Branch, and to formulate the most appropriate business development strategies using an integrated SWOT-AHP approach. This integration is expected to provide a comprehensive framework for selecting strategic priorities, especially through optimizing product diversification to increase sales volume. The results of this study are intended to contribute not only to the theoretical development of strategic management in the MSME sector but also to offer practical implications for culinary business actors seeking to compete effectively and grow sustainably in a dynamic market environment.

METHOD

This study employs a **mixed-methods approach** that integrates both qualitative and quantitative techniques to generate a comprehensive strategic analysis of The Bolu Rampah Pangkep Branch, a culinary MSME. The mixed-methods design allows for a more holistic understanding by triangulating findings from multiple data sources. Qualitative data were gathered through in-depth interviews and direct observations with internal stakeholders, such as the business owner and employees, to capture insights related to organizational strengths, weaknesses, customer preferences, and managerial practices. In parallel, quantitative data were collected through structured questionnaires administered to customers and market participants, providing measurable indicators related to external opportunities and threats as well as customer satisfaction and preferences. The combination of both data types strengthens the reliability of the analysis and supports the development of actionable strategic alternatives tailored to the business's specific context.

The primary and secondary data used in this research include firsthand observations of store operations, financial performance reports, customer feedback, and industry benchmarks. The **Internal Factor Evaluation (IFE)** and **External Factor Evaluation (EFE)** matrices were constructed to assess key internal capabilities and environmental dynamics. The IFE matrix captures core competencies such as product quality, customer service, and brand recognition, while the EFE matrix identifies external forces such as market trends, competitor behavior, and consumer demands. The scores derived from these matrices are then mapped onto the **Internal-External (IE) Matrix**, which helps determine the strategic position of the MSME and guides the selection of suitable development strategies.

To determine and prioritize strategic alternatives, the **SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis** is integrated with the **Analytical Hierarchy Process (AHP)**. The SWOT matrix is used to formulate four types of strategies: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats). These strategies are subsequently evaluated using AHP, a multi-criteria decision-making tool,

implemented through the **Expert Choice software**. AHP allows pairwise comparisons of strategic alternatives based on criteria such as feasibility, impact, and sustainability. The resulting priority weights reveal that leveraging **product diversification** to increase sales is the most effective strategy for The Bolu Rampah Pangkep Branch. Overall, the methodological framework adopted in this study provides a structured and evidence-based foundation for strategic planning in culinary MSMEs.

RESULTS AND DISCUSSION

Research Results

Internal Factor Evaluation (IFE) Matrix Analysis

Based on the findings of the identification of internal strategy factors of The Bolu Rampah Cabang Pangkep, including strengths and weaknesses, an Internal Factor Evaluation (IFE) matrix was created. Five weaknesses and six strengths were found as a result of the identification of internal factors. The internal strategy components were then assessed according to their weight and influence, and the strength and weakness factors were weighted and ranked as follows:

Table 1. IFE Matrix of The Bolu Rampah Pangkep Branch

No	Internal factors	Weight	Rating	Score
	Strength			**Weight X Rating**
1.	The location of The Bolu Rampah Pangkep Branch business is very strategic	0.11	3.05	0.33
2.	A brand known to the Pangkep community	0.11	3.05	0.32
3.	The sales volume of Rampah Bolu cake is increasing	0.12	3.10	0.35
4.	Has a variety of quality cake products and has many new variants	0.09	3.00	0.28
5.	Have a Brand Ambassador	0.10	3.00	0.31
6.	The Bolu Rampah already has a legal business license	0.09	3.00	0.27
	Amount	**0.61**		**1.86**
	Weakness			
1.	Product prices are not competitive	0.07	2.25	0.26
2.	The design of the bag for packing cakes still uses environmentally unfriendly materials (plastic)	0.06	2.05	0.26
3.	Not yet opened branches outside South Sulawesi	0.07	2.15	0.21
4.	Promotion is not yet effective	0.08	2.35	0.30
5.	Service is less than optimal as visitors increase	0.10	2.50	0.33
	Amount	**0.39**		**0.88**
	Total	**1**		**2.74**

Based on the results of data processing conducted in Table 1, it can be seen that the internal indicator at The Bolu Rampah Pangkep Branch that has the highest strength is the increasing sales volume of The Bolu Rampah cakes with a total weight of 0.12 with a rating of 3.10

and a score of 0.35. The Bolu Rampah Pangkep Branch, the IFAS matrix also identified a high weakness factor owned by The Bolu Rampah Pangkep Branch, namely less than optimal service as customers increase.

The Bolu Rampah Cabang Pangkep harus mempertahankan keunggulan kompetitifnya. The results of the total score analysis of the strength factor have a value of 1.86 while the weakness factor of the restaurant has a total score of 1.36, and if totaled as a whole from the total score of strengths and weaknesses is 2.74. The total score determines that The Bolu Rampah Cabang Pangkep has more strengths compared to the weakness factor. The Bolu Rampah Cabang Pangkep can utilize its strengths while overcoming its weaknesses. By overcoming the main weaknesses that provide challenges, The Bolu Rampah Cabang Pangkep must maintain its competitive advantage.

External Evaluation (EFE) Matrix Analysis

The external factor evaluation (EFE) matrix is applied based on the identification of each aspect of the organization's external strategy that functions as an opportunity and threat. The results of the identification of external strategy considerations are determined by 5 opportunity factors and 5 threat factors. Then each opportunity and threat factor is given a weight. The results of weighting and rating external strategy factors that have been ranked according to their weight and influence are as follows:

Table 2. EFE Matrix for The Bolu Rampah Pangkep Branch

No	External Factors	Weight	Rating	Score
	Opportunity			**Weight X Rating**
1.	Government support for MSMEs	0.11	2.50	0.26
2.	Market share opportunities	0.10	2.55	0.26
3.	Technological advances make sales promotion easier	0.09	2.25	0.21
4.	Consumerist Society Culture	0.11	2.65	0.30
5.	Loyalty of loyal customers who visit	0.12	2.75	0.32
	Amount	**0.53**		**1.36**
	Threat			
1.	The emergence of similar businesses with interesting innovations	0.09	2.20	0.20
2.	Fluctuations in raw material prices occur	0.08	2.00	0.17
3.	Competitors' prices are cheaper with taste quality that is not much different	0.09	2.05	0.18
4.	There are competitors with more attractive product shapes and packaging	0.10	2.30	0.22
5.	Rapidly changing public tastes	0.11	2.45	0.26
	Amount	**0.47**		**1.04**
	Total	**1**		**2.39**

Based on the results of data processing conducted in Table 2, it can be seen that the biggest opportunity at The Bolu Rampah Cabang Pangkep is the loyalty of loyal customers who visit with a weight of 0.12 with a rating of 2.75 and a total score of 0.32. And the external factor of the biggest threat to The Bolu Rampah Cabang Pangkep is the public's tastes that often change with a weight of 0.11 with a rating of 2.45 and a total score of 0.26.

The total score results in table 2 from the opportunity factor have a total score of 1.36 while the threat factors have a total score of 1.04, and if the total of all internal factors is 2.39. Based on these values, it can be seen that The Bolu Rampah Cabang Pangkep has a more dominant opportunity compared to the threat factor. The Bolu Rampah Cabang Pangkep is able to use existing opportunities to minimize threats in an extraordinary way.

IE Matrix Analysis (Internal External)
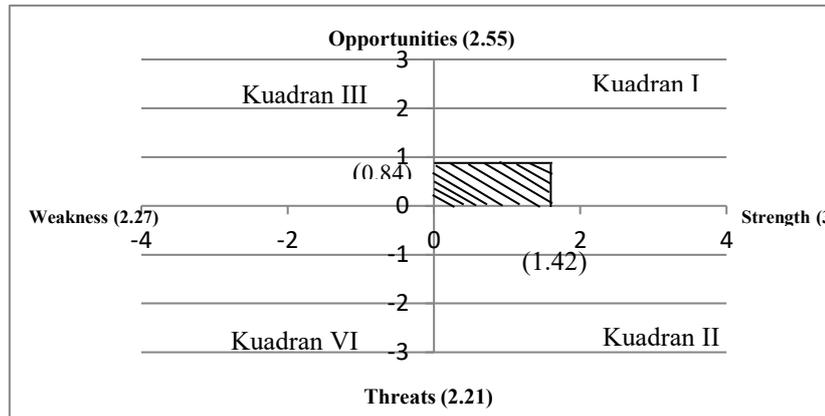
Figure 1. Cartesian graph SWOT analysis of The Bolu Rampah Pangkep Branch

Based on the image, it can be seen that the Cartesian graph above shows that The Bolu Rampah Pangkep Branch studied is in quadrant I which is strong and has opportunities. Because this condition is profitable, the company must expand in this area. Its placement in quadrant I shows that an aggressive growth strategy (Growth) using the SO strategy and implementing a business growth strategy is the best action. The Bolu Rampah is able to take advantage of current prospects by utilizing existing capacity. The Bolu Rampah Pangkep Branch is able to develop its product distribution channels in the market and follow the development of information technology.

Based on the Cartesian diagram, the strategic position of The Bolu Rampah Pangkep Branch is located in Quadrant I, indicating that the business is in a favorable internal and external condition—possessing both strengths (x = 1.42) and opportunities (y = 0.84). This placement reflects a position that supports the implementation of an aggressive growth strategy (SO strategy). The business is encouraged to capitalize on its strengths to seize opportunities, such as improving marketing performance, innovating products, expanding its customer base, and integrating digital technologies for wider market reach. This quadrant suggests that the company should not be passive, but instead proactively scale its operations, enhance its competitive edge, and pursue strategic partnerships to sustain and grow its market presence.

The coordinates (1.42; 0.84) in Quadrant I also signify that The Bolu Rampah Pangkep Branch has a stronger internal position than the influence of external factors, as its strength score (3.00) surpasses its weakness score (2.27), and its opportunities (2.55) slightly outweigh its threats (2.21). This reinforces the suitability of applying a strategy focused on market penetration and product development, especially by utilizing digital platforms and strengthening brand awareness.

SWOT Matrix Analysis

Table 3. SWOT Matrix of The Bolu Rampah Pangkep Branch

Internal Factors / External Factors	Strengs (S)	Weakness (W)
Internal Factors	1. The location of The Bolu Rampah Pangkep Branch business is very strategic 2. A brand known to the Pangkep community 3. The sales volume of Rampah sponge cake at Pangkep branch is increasing 4. Has a variety of quality cake products and has many new variants 5. Have a Brand Ambassador 6. The Bolu Rampah already has a legal business license	1. Product prices are not competitive 2. The design of the cake packaging bag still uses environmentally unfriendly materials (plastic) 3. Has not opened branches outside of South Sulawesi 4. Promotion is not yet effective 5. Service is not optimal as visitors increase
Opportunities (O) 1. Government support for MSMEs 2. Market share opportunities 3. Technological advances facilitate sales promotion 4. Consumerist culture 5. Loyalty of customers who visit regularly	**Strategy SO** 1. Maintain and improve service to maintain customer loyalty (S2,S3,S4, O2,O4,O5) 2. Use the strength of The Bolu Rampah product variants to increase sales volume (S2,S4,S5,,O2,O4,O5) 3. Utilize Brand Ambassadors to conduct more effective promotions (S1,S3,S5,O2,O3,O5)	**Strategy WO** 1. Determine product prices by considering market conditions (W1, W2, O2, O3, O4) 2. Improve product quality with prices that match the quality so that consumers remain loyal visitors (W1, W2, O4, O5)
Threats (T) 1. The emergence of similar businesses with interesting innovations 2. Fluctuations in raw material prices 3. Competitors' prices are cheaper with taste quality that is not much different 4. There are competitors with more attractive shapes and packaging 5. Rapidly changing public tastes	**Strategy ST** 1. Maintaining regular consumers from many competitors by improving product quality (S2, S3, S6T1, T3, T4, T5) 2. Maintaining production even though raw material prices increase, because The Bolu Rampah already has regular consumers and has value among consumers (S2, S6, T1, T2)	**Strategy WT** 1. Expanding marketing reach to increase promotion so as not to lose out to similar businesses (W4,W5,T1,T3,T5)

With all classical assumptions satisfied, the regression model used in this study is deemed appropriate for inferential analysis. This strengthens the reliability of the findings presented in

Table 1, which demonstrated that labor cost management and employee welfare significantly affect company profitability. Meeting these classical assumptions provides a solid foundation for developing policy recommendations that are grounded in valid statistical evidence.

Discussion

Internal Factor Analysis: Strengths and Weaknesses

The IFE matrix analysis reveals that The Bolu Rampah Pangkep Branch possesses significant internal strengths, with a total strength score of 1.86. Key strengths include the increasing sales volume of Bolu Rampah cakes (score: 0.35), a strategic business location (score: 0.33), and strong brand recognition within the Pangkep community (score: 0.32). These strengths indicate a robust market presence and customer loyalty, which are critical for sustaining competitive advantage in the culinary sector. Such internal capabilities align with findings by Wahyudin et al. (2023), who emphasize the importance of internal strengths like product variety and strategic location in enhancing MSME competitiveness.

Conversely, the analysis identifies internal weaknesses totaling a score of 0.88, with the primary concern being suboptimal service during peak visitor times (score: 0.33). This suggests a need for operational improvements to handle increased customer flow effectively. Addressing service inefficiencies is crucial, as highlighted by Sumantri et al. (2021), who found that inadequate service quality can significantly impact customer satisfaction and retention in MSMEs.

The cumulative IFE score of 2.74 indicates that The Bolu Rampah Pangkep Branch's strengths outweigh its weaknesses, positioning the business favorably for strategic development. This score suggests a solid internal foundation, providing an opportunity to leverage strengths while addressing areas of weakness. Such a balance is essential for formulating effective strategies, as supported by the strategic analysis framework discussed by Wahyudin et al. (2023), which underscores the importance of aligning internal capabilities with strategic objectives.

Comparing these findings with other studies, Deanova et al. (2023) reported that the most significant internal strength in their SWOT analysis was product quality (score: 0.254), while the main weakness was limited promotion (score: 0.068). This comparison highlights that while The Bolu Rampah Pangkep Branch excels in brand recognition and sales volume, it shares common challenges with other MSMEs, such as service optimization and promotional activities. Understanding these parallels can inform the development of targeted strategies to enhance overall performance.

Given the identified strengths and weaknesses, it is recommended that The Bolu Rampah Pangkep Branch focuses on strategies that capitalize on its strong market presence and brand recognition while addressing service inefficiencies. Implementing staff training programs and optimizing operational workflows can enhance service quality during peak times. Additionally, leveraging digital marketing and customer engagement initiatives can further strengthen the brand's market position. These strategic actions are supported by the integrated SWOT-AHP approach advocated by Sumantri et al. (2021), which emphasizes the prioritization of strategic initiatives based on internal and external factor evaluations.

External Factor Analysis: Opportunities and Threats

The External Factor Evaluation (EFE) matrix analysis indicates that The Bolu Rampah Pangkep Branch holds a total external factor score of 2.39, comprising an opportunity score of 1.36 and a threat score of 1.04. The most significant external opportunity identified is the strong customer loyalty, scoring 0.32, which reflects continued consumer trust and repeat purchases.

Meanwhile, the primary threat comes from competitors offering more attractive product shapes and packaging (score: 0.26), which poses a challenge in terms of market differentiation. This indicates that while competition is present, The Bolu Rampah Pangkep Branch still has a greater potential to capitalize on favorable market conditions. These findings are consistent with those of Wahyuni and Pratama (2023), who highlighted that leveraging loyal customer bases and brand familiarity significantly contributes to market resilience in MSMEs.

Based on the combined IFE and EFE scores (2.74 and 2.39 respectively), The Bolu Rampah Pangkep Branch is positioned in Quadrant I (Growth) of the Internal-External (IE) Matrix. This strategic placement suggests that the company is in a strong internal position and is facing promising external conditions. According to David and David (2017), businesses in this quadrant are best advised to pursue aggressive growth strategies, including market penetration, product development, and diversification. The stable production track record and absence of operational failure further reinforce the suitability of this strategic direction, allowing the business to build on its strengths to seize emerging market opportunities.

Given the positioning in the Growth quadrant, the most suitable strategy is the Strengths-Opportunities (SO) strategy, which recommends leveraging internal capabilities to capture external opportunities. In the context of The Bolu Rampah Pangkep Branch, this could involve enhancing product diversification, increasing digital marketing efforts, and utilizing loyal customers as brand ambassadors. Arslan et al. (2022) emphasized that SO strategies are particularly effective when internal competencies such as product uniqueness and strategic location are matched with market trends and consumer loyalty. These strategies not only strengthen market positioning but also increase long-term competitiveness in the culinary MSME sector.

While the SO strategy is prioritized, it is also important to formulate complementary strategies. The Strengths-Threats (ST) strategy can involve using brand strength and location advantages to counter competitors' appeal. The Weaknesses-Opportunities (WO) strategy could target service improvement through workforce development to better serve increasing customer numbers. Lastly, the Weaknesses-Threats (WT) strategy may focus on process optimization and cost efficiency to reduce vulnerability to competitive threats. These layered strategies align with the findings of Alam and Waluyo (2024), who argue that resilient MSMEs are those that integrate multiple strategic lenses, not only exploiting opportunities but also systematically mitigating threats and internal limitations.

In light of the external and internal analyses, it is recommended that The Bolu Rampah Pangkep Branch adopt a growth-oriented strategy focused on innovation, service quality, and market expansion. By optimizing product diversification and enhancing customer engagement through digital platforms, the company can strengthen its position in an increasingly saturated market. Furthermore, training programs for employees to improve service delivery and targeted marketing campaigns can help address weaknesses while reinforcing brand identity. The strategic model supported by SWOT-AHP integration, as outlined by Govindan and Rajendran (2015), provides a structured and evidence-based framework for guiding MSMEs toward sustainable development and competitiveness in the digital economy era.

CONCLUSIONS

Based on the results of the SWOT analysis, The Bolu Rampah Pangkep Branch possesses key internal strengths, most notably the increasing sales volume of its signature cakes. However, it also faces internal weaknesses, particularly the less than optimal service during peak visitor

periods. From the external environment, the strongest opportunity lies in the consistent loyalty of returning customers, while the main threat stems from the rapidly changing consumer tastes in the culinary market. These findings highlight the importance of strategic adaptability and innovation in maintaining competitive relevance.

The strategic positioning of The Bolu Rampah Pangkep Branch in Quadrant I (Growth) of the IE Matrix confirms its readiness to pursue aggressive growth strategies. This placement reflects the business's solid internal capacity and its ability to seize favorable external conditions, supported by consistent production without any history of failure. Therefore, the most appropriate strategic focus is on leveraging existing strengths to capitalize on emerging opportunities, while continuously improving service quality and monitoring market trends to remain responsive to evolving consumer preferences.

REFERENCES

Ahmad, N. A., Rasul, M. S., Othman, N., & Jalaludin, N. A. (2022). Generating Entrepreneurial Ideas for Business Development. Sustainability (Switzerland), 14(9). https://doi.org/10.3390/su14094905

Alam, A., Mellinia, R., Ratnasari, R. T., & Ma'aruf, A. (2023). A systematic review of halal hotels: A word cloud and thematic analysis of articles from the Scopus database. International Journal of Advanced and Applied Sciences, 10(8), 166–175. https://doi.org/10.21833/ijaas.2023.08.019

Alam, G. T., & Waluyo, M. (2024). Marketing strategy analysis using AHP–SWOT method to increase sales volume. Indonesian Journal of Computer Science, 13(2), 2408–2415. https://doi.org/10.11591/ijcs.v13i2.2408

Arslan, H. E., Cevik, O., & Kaya, T. (2022). Integration of SWOT and AHP for strategic decision making in small businesses. Journal of Small Business Strategy, 32(1), 15–30. https://doi.org/10.53703/001.2022.1001

Arslan, H. E., Cevik, O., & Kaya, T. (2022). Integration of SWOT and AHP for strategic decision making in small businesses. Journal of Small Business Strategy, 32(1), 15–30. https://doi.org/10.2139/ssrn.4291982

Barbosa, B., Saura, J. R., Zekan, S. B., & Ribeiro-Soriano, D. (2024). RETRACTED ARTICLE: Defining content marketing and its influence on online user behavior: a data-driven prescriptive analytics method(Annals of Operations Research, (2024), 337, (S17)). Annals of Operations Research, 337(Suppl 1), 17. https://doi.org/10.1007/s10479-023-05261-1

Chevalier, L., Desroches, D., Laignel, B., Fjortoft, R., Turki, I., Allain, D., Lyard, F., Blumstein, D., & Salameh, E. (2019). High-Resolution SWOT Simulations of the Macrotidal Seine Estuary in Different Hydrodynamic Conditions. IEEE Geoscience and Remote Sensing Letters, 16(1), 5–9. https://doi.org/10.1109/LGRS.2018.2862470

David, F. R., & David, F. R. (2017). Strategic Management: A Competitive Advantage Approach, Concepts and Cases (16th ed.). Pearson.

Deanova, S., Yunita, T., Moses, H., & Ramadan, R. (2023). Strategi Pengembangan Usaha (UKM) Untuk Meningkatkan Citra Kota Malang Di Swasta Kuliner Tempat Pariwisata. Cross-Border, 6(1), 664–678.

Govindan, K., & Rajendran, S. (2015). A decision-making model for sustainable supplier selection using fuzzy TOPSIS under VIKOR-based preference ranking. International Journal of Production Research, 53(21), 6373–6389. https://doi.org/10.1080/00207543.2015.1057626

Govindan, K., & Rajendran, S. (2015). A decision-making model for sustainable supplier selection using fuzzy TOPSIS under VIKOR-based preference ranking. International Journal of Production Research, 53(21), 6373–6389. https://doi.org/10.1080/00207543.2015.1057626

Jamali, Z. (2024). Marketing in Metaverse Era: New Horizens, Challenges and Opportunities. The New Approaches in Humanities, 1(4), 13-20. http://NAHQ/NAHQ.2024.198208

Kamada, Y., Nakamura, T., Isobe, S., Hosono, K., Suama, Y., Ohtakaki, Y., Nauchi, A., Yasuda, N., Mitsuta, S., Miura, K., Yamamoto, T., Hosono, T., Yoshida, A., Kawanishi, I., Fukushima, H., Kinoshita, M., Umeda, A., Kinoshita, Y., Fukami, K., … Nakajima, A. (2023). SWOT analysis of noninvasive tests for diagnosing NAFLD with severe fibrosis: an expert review by the JANIT Forum. Journal of Gastroenterology, 58(2), 79–97. https://doi.org/10.1007/s00535-022-01932-1

Lee, D., & Lee, S. (2022). A Study of the Competitiveness and Development Strategy of Korean Venture Companies in the Fourth Industrial Revolution Using SWOT/AHP. Sustainability (Switzerland), 14(9), 1–22. https://doi.org/10.3390/su14095154

Lopes, J. M., Gomes, S., Pacheco, R., Monteiro, E., & Santos, C. (2022). Drivers of Sustainable Innovation Strategies for Increased Competition among Companies. Sustainability (Switzerland), 14(9), 1–18. https://doi.org/10.3390/su14095471

Morgan, N. A., Whitler, K. A., Feng, H., & Chari, S. (2019). Research in marketing strategy. Journal of the Academy of Marketing Science, 47(1), 4–29. https://doi.org/10.1007/s11747-018-0598-1

Nechita, D., Nistor, C., & Manea, L. D. (2024). Performance and Strategy in International Business Development 2 Strategic Decisions in the context of business internationalization. June.

Petrescu, M., & Krishen, A. S. (2023). Hybrid intelligence: human–AI collaboration in marketing analytics. Journal of Marketing Analytics, 11(3), 263–274. https://doi.org/10.1057/s41270-023-00245-3

Priya, U., Iqbal, M. A., Salam, M. A., Nur-E-alam, M., Uddin, M. F., Islam, A. R. M. T., Sarkar, S. K., Imran, S. I., & Eh Rak, A. (2022). Sustainable Groundwater Potential Zoning with Integrating GIS, Remote Sensing, and AHP Model: A Case from North-Central Bangladesh. Sustainability (Switzerland), 14(9). https://doi.org/10.3390/su14095640

Rahmatullah, H. R., Priatini, W., & Kusuma, M. (2019). Analysis of Procake Cake Shop Business Development Strategy. The Journal Gastronomy Tourism, 6(2), 80–94. https://doi.org/10.17509/gastur.v6i2.22795

Rohmani, C. (2023). Interplay of Marketing Strategies, Smart City Development, and Information Systems: A Comprehensive Review. OSF Preprints, 1–11. https://osf.io/download/6570ce5ca0121a2f2c317b51/

Sumantri, S. H., Thamrin, S., Apriyanto, I. N. P., Suhardono, E., & Susanto, A. D. (2021). SWOT and AHP analysis in determining the strategy of product marketing excellence in companies. International Journal of Business and Management, 16(4), 112-125. https://doi.org/10.1016/j.ijbm.2021.04.003ResearchGate

Trigkas, M., Pelekani, F., Papadopoulos, I., Lazaridou, D. C., & Karagouni, G. (2023). Non-Wood Forest Products' Marketing: Applying a S.A.V.E. Approach for Establishing Their Marketing Mix in Greek Local Mountain Communities. Forests, 14(9), 1–15. https://doi.org/10.3390/f14091762

Vojinović, Ž., Milutinović, S., Sertić, D., & Leković, B. (2022). Determinants of Sustainable Profitability of the Serbian Insurance Industry: Panel Data Investigation. Sustainability (Switzerland), 14(9). https://doi.org/10.3390/su14095190

Wahyudin, W., Herwanto, D., & Nugraha, B. (2023). MSME strategy planning using the SWOT and IE matrix analysis approach. International Journal of Economics Development Research, 4(5), 2531-2539. https://doi.org/10.1016/j.ijedr.2023.05.009

Wahyuni, N. S., & Pratama, D. H. (2023). Consumer loyalty and branding strategy in MSMEs: A case study of Indonesian culinary businesses. Asia Pacific Journal of Marketing and Logistics, 35(1), 212–231. https://doi.org/10.1108/APJML-04-2022-0263

Zhang, C., Jin, J., Qiu, X., Li, L., & He, R. (2022). Regional Social Relationships Evaluation Using the AHP and Entropy Weight Method: A Case Study of the Qinghai–Tibet Plateau, China. Sustainability (Switzerland), 14(9). https://doi.org/10.3390/su14095321

Zhang, N., Xu, X., Jiang, X., & Pang, J. (2020). SWOT Analysis of Satellite Mobile Communication System Based on GAHP. Proceedings - 2020 2nd International Conference on Information Technology and Computer Application, ITCA 2020, 376–382. https://doi.org/10.1109/ITCA52113.2020.00085