

SWOT Analysis in Determining Marketing Strategy at PT. Sejahtera Wahana Gemilang (Chitose Surabaya)

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Abstract

The purpose of this study is to find an alternative formula for a competitive marketing strategy by using the SWOT (Strength, Weakness, Opportunity, Threat) analysis method at PT. Prosperous Wahana Gemilang. The SWOT analysis uses the IFAS (Internal Factor Analysis Strategic) matrix for describe the company's strengths and weaknesses. The following matrix uses the EFAS (External Factor Analysis Summary) matrix, which represents the company's opportunities and threats, and the last matrix uses the IE matrix (Internal External),to shows the company's current position. From the analysis that has been obtained, PT. Sejahtera Wahana Gemilang gets the highest score of 0.60 on the strength factor and 0.30 on the weakness factor. On the opportunity factor, the highest score is 0.60, and the threat factor gets the highest weighted score of 0.36. The average score on the IFAS matrix receives a value of 3.46, and the EFAS matrix gets a value of 3.66. These results put PT. Sejahtera Wahana Gemilang in quadrant I, and the marketing strategy applied is an aggressive growth strategy.

Keywords: SWOT Analysis, Marketing Strategy, Chitose Surabaya.

1. Introduction

The development of business in the furniture and furniture sector in Indonesia is increasing in terms of the complexity of competition, marketing, and the increasing variety of product diversification. This situation creates intense competition between companies, both from product diversification, increasing competitors, and, most importantly, the rapid development of technology. Under these conditions, companies need a strategy to maintain their products' existence and win the market's competition. The strategy adopted and built by the company has a significant impact and determines whether it will experience success or failure. Strategic management is a process carried out by companies to maintain the viability of a company for the long term (Sule & Saefullah, 2005). According to Griffin (2000) in (Sule & Saefullah, 2005), strategy can be defined as a comprehensive plan to achieve organizational goals, not only to succeed but also to maintain the sustainability of the organization or company. There are many ways to plan a marketing strategy, one of which is to use a SWOT analysis method. According to (Rangkuti, 2006), a SWOT analysis systematically identifies various factors to formulate a company strategy. This analysis is based on the logic that can maximize Strengths and Opportunities and simultaneously minimize Weaknesses and Threats.

The results of the study (Artha, 2019) stated that the Tanggulangin Bag and Luggage Industry SMEs, Sidoarjo produced an ST strategy, utilizing internal strengths to minimize threats to INTAKO Tanggulangin Sidoarjo SMEs through a SWOT matrix. The results of the study (Wemaer et al., 2022) state the analysis results through the matrix stages of IFAS, EFAS, Quantitative SWOT, Qualitative SWOT and BCG, several strategies that must be carried out by PT. Ivana Papua Cargo, namely by improving information technology, the number of human resources, and a good company image to be selling points to customers, as well as its marketing strategy by utilizing social media that can be used to make fast deliveries through cargo, receive shipments and sell tickets quickly. safe so that customers feel safe when sending goods at PT. Ivana Papua Cargo.

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The study's results (Sundari et al., 2022) stated that the analysis using the SWOT method resulted in several Classic Chocolate marketing strategies in developing their business, including adding snacks and bread products, being friendly to customers, and providing seats. Hence, customers feel comfortable, maintain taste quality, conduct promotions through social media, provide ready-to-delivery services, and use market follower strategies, namely the company's strategy of not attacking but retaining customers by highlighting the nature and distinctive taste of chocolate sprinkled.

According to (Sule & Saefullah, n.d., 2005), marketing management is a management activity based on its function, which seeks to identify what consumers need. Not only meeting consumer needs, but a company or business can deal with customers, understand, create relationships, and provide customer satisfaction. Chitose Indonesia is a company engaged in the procurement of furniture. Chitose Indonesia has various types of products, there are folding chairs, stacking chairs, lecture chairs, school chairs, cupboards for storing files, leadership chairs or swivel chairs, waiting-for chairs for hotels or hospitals, theatre or cinema chairs, sofas, bureau tables, work desks and folding tables, but the products that are often found are folding chairs, stacking chairs, and lecture chairs.

At the beginning of the establishment of the Chitose brand originating from Japan, its share ownership was purchased entirely by PT. Tritirta Inti Mandiri, the right of the Chitose brand until now, has become a local brand or a brand made in Indonesia. Chitose has several competitors, including Chairman, Futura, Solid, and Indachi in the Office Chair category. And some competitors are also in the Folding Chair category, including Futura, Indachi, Daiko, and Malvin. But with some of the competitors already mentioned, Chitose still ranks number one. For comparison, the following has been presented in Table 1.

Table 1. Folding Chair Top Brand Index 2020-2022

Folding Chair Top Brand Index 1					
2022		2021		2020	
Brand	TBI	Brand	TBI	Brand	TBI
Chitose	35.60%	Chitose	29.90%	Chitose	28.70%
Chairman	20.60%	Futura	22.70%	Futura	22.10%
Futura	18.40%	Chairman	18.10%	Chairman	17.80%
Solid	9.20%	Solid	10.80%	Solid	10.00%
Indachi	7.50%	Indachi	9.30%	Indachi	9.50%

Table 1 shows that the Chitose brand is the leading brand in The of Indonesian consumers; as evidenced by 2020 to 2022, it is ranked first. The data shows that Indonesian consumers trust and choose the Chitose brand furniture company in the Folding Chair category. Likewise, with the Office Chair category, We present it in table 2.

Table 2. Office Chair Top Brand Index 2020-2022

Office Chair Top Brand Index 1					
2022		2021		2020	
Brand	TBI	Brand	TBI	Brand	TBI
Chitose	41.80%	Chitose	48.20%	Chitose	48.00%
Futura	21.70%	Futura	22.70%	Futura	22.20%
Indachi	10.60%	Indachi	12.80%	Indachi	12.70%
Daiko	5.50%	Daiko	5.40%	Daiko	4.20%
Malvin	5.20%	Malvin	3.60%	Malvin	3.50%

Table 2 shows that the Chitose brand also ranks first in the Office Chair category, but of all types of Chitose products, only Office Chairs and Folding Chairs are superior products. This proves that Chitose is required to market and convince the Indonesian people that all Chitose products are high quality, starting from school chairs, lecture chairs, theatre chairs, file cabinets, bureau tables, and folding tables. This study aims to formulate a marketing strategy so that it can compete superiorly by using SWOT analysis using EFAS and IFAS matrices. In a study (Astuti & Ratnawati, 2020) with the title "SWOT Analysis in Determining Marketing Strategy (Case Study at the Post Office of Magelang City 56100)",. The results of the study using SWOT analysis show that the position of the Magelang City

Post Office is 56100 in quadrant 1, which explains that the Magelang Post Office has great opportunities and strengths, so it can take advantage of existing opportunities. The author wants to do research using the SWOT analysis method on existing marketing because there are problems that arise from the sales data that the author gets at the company. Here are product sales data in each category in the last three years, namely 2019-2021:

Table 3. Most Sales Data in Each Product Category 2019-2021

Most Sales Data in Each Category of Chitose Products in 2019		
Category:	Product Name	Sales (2019)
Folding Chair	YAMATO NN	15500
Folding Chair + Memo	YAMATO MND	13000
Hotel, Banquet and Resto Chair	CAESAR N	25000
Working and Meeting	COZY	1500
Zao (Another brand entered into Chitose)	SPECTA	300
School Desk & Chair	DESK & CHAIR AYUMI	500
Most Sales Data in Each Category of Chitose Products in 2020		
Category:	Product name	Sales (2020)
Folding Chair	YAMATO HAA	6000
Folding Chair + Memo	COSMO MNR	3000
Hotel, Banquet and Resto Chair	CAESAR N	25000
Working and Meeting	FITTO FL	500
Zao (Another brand entered into Chitose)	ACHIVA	300
School Desk & Chair	MANABU AH-01	3000
Most Sales Data in Each Category of Chitose Products in 2021		
Category:	Product Name	Sales (2021)
Folding Chair	YAMATO HNN	15500
Folding Chair + Memo	YAMATO MND	13000
Hotel, Banquet and Resto Chair	CAESAR N	25000
Working and Meeting	COZY	1500
Zao (Another brand entered into Chitose)	THEATRO S11	2000
School Desk & Chair	DESK & CHAIR ECHOOL	4000

In the data, in the last three years, 2019-2021, there are the same product names; namely, in the Folding Chair category, there is YAMATO; the category of Hotel, Banquet and Resto Chair is CAESAR N; The Working and Meeting category are COZY. With the data above, it is evident that the delivery of products to the public still needs to be improved because, in that category, there are still a lot of different products and no less good in terms of quality and comfort. Marketing activities carried out by Chitose Surabaya are door-to-door to buyers, educational and government agencies, besides that Chitose Surabaya does marketing through digital media in placing orders, starting from E-catalogue in placing orders for government agencies, Siplah By Blibli, Siiplah By Telkom, MbizMarket for private schools and the community. Chitose spreads its wings through e-marketplaces because, in terms of services and transactions, it makes it easier for buyers and sellers, as evidenced in research (Jannah et al., 2019), the quality of online services, namely reliability, customer service, and post-purchase customer service, has proven to have a positive effect on satisfaction. Online.

SWOT Analysis

SWOT analysis systematically identifies various factors to find the company's strategy. This analysis is based on the logic that can maximize strengths and opportunities but simultaneously minimize weaknesses and threats (Rangkuti, 2006).

IFAS Matrix & EFAS Matrix

The first stage in conducting a SWOT analysis is identifying the factors that are the strengths and weaknesses of a company, commonly known as IFAS (Internal Factor Analysis Strategic). After determining the IFAS, the next step is to determine the EFAS (External Factor Analysis Summary), which is to identify the factors that become opportunities and threats that will be faced by a company (Rangkuti, 2006).

SWOT Matrix

According to (Rangkuti, 2006), the SWOT matrix can clearly describe the company's external threats and opportunities and can be adjusted to its strengths and weaknesses. This matrix produces four possible alternative strategies, namely:

a) SO Strategy

This strategy is based on the company's mindset, namely by utilizing all existing strengths to take advantage of opportunities as much as possible

b) ST Strategy

In using this strategy, strength is used to overcome existing threats.

c) WO Strategy

This strategy is used to take advantage of opportunities by minimizing existing weaknesses.

d) WT Strategy

This strategy is based on defensive activities and seeks to minimize existing weaknesses and avoid threats.

2. Research Method

This type of research uses qualitative methods, namely research methods that do not use numbers in data collection and provide an interpretation of the results (Arikunto, 2011). Sources of data in this study are primary and secondary data. The object of research determined by the researcher to be studied and then the conclusion is drawn is PT. Sejahtera Wahana Gemilang (Chitose Surabaya). The analytical method in this study used descriptive analysis, this analysis did not use a significance test and there was no error or alpha level. The descriptive analysis in this study provides an overview of the internal and external conditions owned by PT. Sejahtera Wahana Gemilang Surabaya Regency, with a SWOT analysis (Strength, Weakness, Opportunity, and Threat) analysis is carried out in stages: 1. Data collection stage, 2. Analysis stage using IFAS and EFAS analysis, making IFAS and EFAS matrix, and determining alternative strategies of the various possibilities.

3. Results and Discussions

3.1. IFAS and EFAS Matrix Analysis

IFAS matrix is used to determine how big the role of internal factors in the company. The IFAS matrix also shows the company's internal conditions in the form of strengths and weaknesses in a company which is calculated using ratings and weights.

From Table 4, It can be seen that the strength of the company PT. Sejahtera Wahana Gemilang (Chitose Surabaya), with a score of 0.60, has the best quality in its class and has received the Top Brand Awards nine times in a row from 2012 to 2021 (Mahribi, 2020). In addition, Chitose products have TKDN, which means that most Chitose sales come from government agencies, such as urban villages, public schools, and state universities. Chitose sales support and a comparison between other companies are that Chitose has complete services after making a purchase, namely a one-year aftersales warranty, quality assurance, guarantee of goods availability, after-sales service guarantee, and interior design for free after-sales service from Chitose When an item has damaged components. There is a purchase request for one component, and only the components will be replaced and installed by Chitose; for example, if a scrap chair (table) and a part of the table is damaged, the table will not be replaced in its entirety. After-sales service guarantee is a service to repair non-conforming goods when the goods arrive, for example, a table with a cable station. When the

goods arrive, but the cable station is not suitable or not functioning, it will be replaced and repaired directly by Chitose.

Table 4. IFAS (*Internal Factor Analysis Strategic*) Matrix

Internal Factors Analysis Summary (IFAS)					
Strengths	Significant Level	Weight	Rating	Weighted Score	
Best quality in its class, proven to get Top Brand Awards	3,00	0,12	5,00	0,60	
Local products and TKDN	3,00	0,12	4,50	0,54	
Wide choice of products	2,00	0,08	4,50	0,36	
Conduct digital marketing and payments through several marketplaces	2,00	0,08	4,50	0,36	
Have complete services after making a purchase (1 year warranty and aftersales)	3,00	0,12	5,00	0,60	
	<u>Subtotal</u>	-	<u>0,52</u>	<u>Subtotal</u>	<u>2,46</u>
Weaknesses					
Lack of use of marketing through social media	2,00	0,08	1,50	0,12	
Limited sales workforce	3,00	0,12	2,50	0,30	
No testimonials from buyers	2,00	0,08	1,50	0,12	
Long time in innovating new products	2,00	0,08	2,00	0,16	
The East Java and East Indonesia regions are only held by 1 Office or 1 Subsidiary	3,00	0,12	2,50	0,30	
	<u>Subtotal</u>	<u>25,00</u>	<u>0,48</u>	<u>Subtotal</u>	<u>1,00</u>
	<u>Total</u>	<u>25,00</u>	<u>1,00</u>		

Furthermore, the second highest weight with a score of 0.54 is local products and has TKDN (Domestic Component Level) with an average of one product having a TKDN of 55.46%. Products with TKDN are sought after by many government agencies because Chitose's TKDN certification benefits the industry. Most importantly, products with TKDN will be absorbed more through government procurement of goods and services. "Domestic products must be used by users of domestic products in the procurement of goods and services whose budget comes from the State Revenue and Expenditure Budget (APBN) and Regional Revenue and Expenditure Budget (APBD) (Kemenperin, n.d., 2022). Furthermore, in third place on the Strength matrix with a score of 0.36, there are various product choices and make digital payments through the E-catalogue marketplace, Siplah by Blibli, Siplah by Telkom, and Mbizmarket. Chitose's focus in increasing sales is to target the target market with large purchases, in other words, state institutions and state education that receive large budgets from the state. To facilitate purchases, Chitose uses the four marketplaces to conduct transactions; each marketplace has different functions, E-Catalogue for government transaction purposes, such as sub-districts, urban villages, and state universities, while Siplah for public school transactions, and Mbizmarket for procurement and business needs of the company.

In addition to having strengths, Chitose Surabaya has several weaknesses; the following are weaknesses with the highest score of 0.30, namely PT. Sejahtera Wahana Gemilang (Chitose Surabaya) has a limited sales workforce. Please note that Chitose Surabaya does hold not only the East Java area but also holds the East Indonesia area. Through direct observation and interviews, Chitose Surabaya only has five sales, including Director. So, reaching a location in the region at one time cannot be done optimally. Furthermore, the weakness of Chitose Surabaya, with the second score of 0.16, is that the old Chitose in innovating new products, which is less fast than its competitors, who are always fast in making and innovating new products. The last weakness of Chitose, with the third score of 0.12, is that Chitose does not maximize social media in its marketing, and also, there is no testimonial page from buyers. Please note that the primary goal of Chitose itself is to pursue sales in large quantities or by the project.

Tabel 5. EFAS (External Factor Analysis Summary) Matrix

External Factors Analysis Summary (EFAS)				
Opportunities	Significant Level	Weight	Rating	Weighted Score
Increase awareness of the Chitose brand to the public	3,00	0,12	5,00	0,60
Marketing other Chitose products, not just folding chairs	3,00	0,12	5,00	0,60
Can get more sales when maximized through social media	2,00	0,08	4,00	0,32
The higher the budget for APBD and APBN expenditures	3,00	0,12	5,00	0,60
Making products cheaper to reach the lower middle class	1,00	0,04	3,50	0,14
	<u>Subtotal</u>	<u>0,48</u>	<u>Subtotal</u>	<u>2,26</u>
Threats				
Competitors with low product prices	3,00	0,12	3,00	0,36
Consumers who switch to other brands	2,00	0,08	2,00	0,16
Reduced sales due to disasters like COVID-19	3,00	0,12	3,00	0,36
Changes in competitors' strategies can threaten the company's position	3,00	0,12	3,00	0,36
Scarcity of raw materials and rising prices of raw materials	2,00	0,08	2,00	0,16
	<u>Subtotal</u>	<u>25,00</u>	<u>0,52</u>	<u>Subtotal</u>
	<u>Total</u>	<u>25,00</u>	<u>1,00</u>	<u>1,40</u>

From Table 5, It can be seen that the opportunities owned by the company PT. Sejahtera Wahana Gemilang (Chitose Surabaya), namely, with a score of 0.60 Chitose can further increase brand awareness to the public, and it is not only known brands that only sell folding chairs and stacking chairs, but there are many products sold by Chitose, such as wardrobes. File storage, bureau desks, work desks, stadium chairs, executive chairs, to furniture for hospitals. The opportunity with the same weighted score is that Chitose will get even more sales with the high budget of APBD and APBN expenditures.

Next is the opportunity with the second highest weight, with a score of 0.32. Chitose can get more sales when maximized through social media, although the marketing strategy of Chitose by the project does not rule out the possibility that new companies that require office equipment such as tables, cabinets, and chairs can be influenced to buy with marketing through social media. The opportunity with the lowest weight is with a score of 0.14. Chitose can make products cheaper to reach the lower middle class so that those products can be felt by all lines of Indonesian society. Although Chitose has received Top Brand Awareness for nine years in a row, it is possible that Chitose also has threats, namely threats with the highest weight score of 0.36. Competitors can make cheap products, and although Chitose's main focus is on the project, Chitose does not turn a blind eye to accepting purchases from the private sector. Chitose sales can be disrupted by competitors who make cheap products. In addition to competitors making products at low prices, competitors change their marketing strategies, which can threaten the company's position. For example, competitors change their strategies to sales by project, and it is possible for government agencies to buy products from competitors due to their large brand image and large social media followers. The next threat with the same weight score, Chitose sales, decreased due to disasters such as COVID-19. It can be seen from table 4 Chitose

Surabaya experienced a decline in sales in 2020 compared to 2019 and 2021. The next threat with a weighted score of 0.16. Chitose lost consumers to other brands, and Chitose experienced a shortage of raw materials and rising prices of raw materials. The Ministry of Industry calls on government agencies in the APBN and APBD that the obligation to use domestic products if the product has a minimum total value of TKDN and Company Benefit (BMP) of 40%, with a maximum value of 15% of BMP (Kemenperin, 2020). With the statement from the Ministry of Industry and the possible threat to Chitose, it is very likely that Chitose cannot sell its products to government agencies because it does not meet the requirements set by KEMENPERIN.

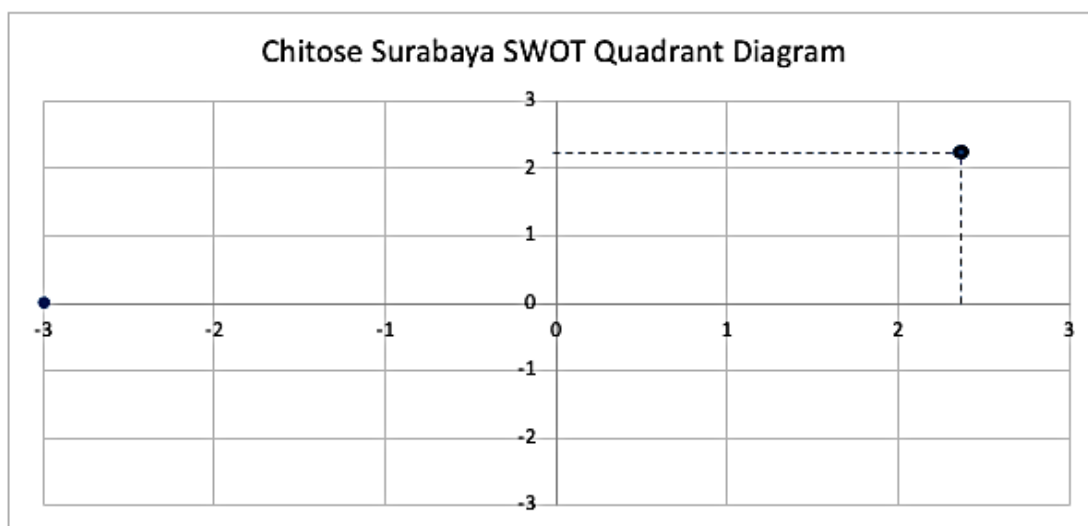


Figure 1. SWOT Analysis Quadran Diagram

The results of the SWOT analysis diagram of PT. Sejahtera Wahana Gemilang (Chitose Surabaya) placed the position point in quadrant I. The position in quadrant I explained that PT. Sejahtera Wahana Gemilang has great opportunities and strengths so that they can take advantage of existing opportunities. The SWOT Analysis of PT. Sejahtera Wahana Gemilang, we can see in Table 6.

SWOT Matrix Analysis for SO Strategy

Strength – Opportunity strategy that can be done by PT. Sejahtera Wahana Gemilang is to take advantage of sales through social media, such as Tiktok Shop, Instagram Shop, and the company's website, to make cheaper products so that Chitose products can be enjoyed by all Indonesian people.

SWOT Matrix Analysis for WO Strategy

Weakness – Opportunity strategy that can be done by PT. Sejahtera Wahana Gemilang is recruiting more professional workers in the sales field, especially in every area in East Java and East Indonesia, providing testimonials to all aspects of marketing, especially digital marketing, marketing all products and services provided by Chitose to social media.

SWOT Matrix Analysis for ST Strategy

Strength – Threats strategy that can be done by PT. Sejahtera Wahana Gemilang is to improve relationships with consumers and, provide promos or loyalty programs, approach private companies so they don't focus on the APBN and APBD budgets in the event of a disaster.

SWOT Matrix Analysis for WT Strategy

Weakness – Threats strategy that can be done by PT. Sejahtera Wahana Gemilang is more active in marketing on social media with the aim of increasing brand image and product awareness, adding sales and marketing workforce to diversify the target market.

Table 6. The SWOT Analysis of PT. Sejahtera Wahana Gemilang

Internal	Strength	Weakness
	1. Best quality in its class, proven to get Top Brand Awards 2. Local products with TKDN 3. A wide selection of products 4. Conduct digital marketing and payments through several marketplaces 5. Have complete services after making a purchase (1-year warranty and aftersales)	1. Lack of use of marketing through social media 2. Limited sales workforce 3. No testimonials from buyers 4. Long time in innovating new products 5. East Java and East Indonesia are only held by 1 Office or 1 Subsidiary
External		
Opportunities	SO Strategy	WO Strategy
1. Increase awareness of the Chitose brand to the public 2. Marketing other Chitose products, not just folding chairs 3. Can get more sales when maximized through social media 4. The higher the APBD and APBN expenditure budget 5. Making products cheaper to reach the lower middle class	1. Take advantage of sales through social media, such as Tiktok Shop, Instagram Shop, and the company's website 2. Making cheaper products so that all Indonesian people can enjoy Chitose products	1. Recruiting more professional workers in the sales field, especially in every area in East Java and East Indonesia 2. Provide testimonials to all aspects of marketing, especially digital marketing 3. Marketing all products and services provided by Chitose to social media
Threats	ST Strategy	WT Strategy
1. Competitors with low product prices 2. Consumers who switch to other brands 3. Decreased sales due to disasters such as COVID-19 4. Changes in competitors' strategies can threaten the company's position 5. Scarcity of raw materials and rising prices of raw materials	1. Improve relationships with consumers and provide promos or loyalty programs 2. Approach private companies, so they don't focus on the APBN and APBD budgets in the event of a disaster	1. Be more active in marketing on social media aimed at increasing brand image and product awareness 2. Adding sales and marketing workforce to diversify the target market

4. Conclusion

Based on the results of the analysis that has been calculated using the SWOT approach, it can be concluded that PT. Sejahtera Wahana Gemilang is in the quadrant I position, indicating a very favourable situation for the company to undertake an aggressive/growth strategy. Then the results of IFAS internal factors and EFAS external factors resulted in Strength - Opportunity (SO) values of 4.72, Weakness - Opportunity (WO) of 3.26, Strength - Threats (ST) of 3.86, and finally, Weakness - Threats (WT) of 2.40. The right strategy is to use SO with values, namely utilizing sales through social media, such as Tiktok Shop, Instagram Shop, and the company's website, making products that are

cheaper so that Chitose products can be enjoyed by all Indonesian people. After conducting the analysis, the author feels that there are still many shortcomings in conducting this research, so suggestions for further research are to test the marketing strategies that have been analyzed in this study.

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