

## Business Strategy Analysis of CleanShipp Lampung Shoe Cleaning Service in Bandar Lampung

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**Abstract.** *The lifestyle trend of people who are increasingly aware of fashion, especially regarding shoes, encourages individuals to buy, use and even collect various types of shoes. From this trend, people are increasingly conscious of the care of their shoes, which is why they opt to use professional services to wash and care for them. A descriptive qualitative approach was employed in this study. In the face of escalating market competition, this study aims to analyse and examine the business strategies utilised by the Cleanshipp Lampung shoe wash service in Bandar Lampung. This study identifies the company's internal and external factors that affect business sustainability using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis method, IFE (Internal Factor Evaluation), EFE (External Factor Evaluation), IE (Internal-external) Matrix, and QSPM (Quantitative Strategic Planning Matrix), as well as providing strategic recommendations that can be applied by the company. The research shows that the recommended strategy alternative is to "take advantage of strategic location and quality of service to deal with new competitors". Cleanshipp Lampung can add drop stations to deliver customers' shoes, and can add products such as anti-fungal liquids, and shoe perfumes, and Cleanshipp can also use social media for customer education and still maintain the duration of the work by modernising equipment.*

**Keywords:** *Business Strategy, Cleanshipp Lampung, EFE, QSPM, SWOT.*

### 1. INTRODUCTION

Business development in the modern era has increasingly focused on the integration of Industry 4.0 principles and the utilization of technology as a critical business tool. In this context, startups are enterprises initiated with relatively simple concepts aimed at addressing specific societal issues. The term "startup" itself is derived from English, connoting the idea of beginning or initiating something new. These enterprises can evolve through various strategic management approaches. According to David (2011, as cited in Sari et al., 2021), strategic management encompasses the skills and knowledge necessary to formulate, implement, and evaluate cross-functional decisions that support an organization's mission and objectives. Wang et al. (2011, as cited in Sari et al., 2021) further define strategic planning as the organizational process through which strategies are formulated and resources are allocated to achieve long-term goals.

One widely employed method in business strategy formulation is SWOT analysis, which examines Strengths, Weaknesses, Opportunities, and Threats. This analytical tool allows companies to align internal strengths and weaknesses with external opportunities and threats (David, 2011, as cited in Sari et al., 2021). Companies must conduct comprehensive internal

and external environmental assessments to better understand the strategic variables influencing their choices and to foster sustained business growth (Alamanda et al., 2019). Internal evaluation includes an in-depth analysis of organizational strengths and weaknesses—elements under direct managerial control—such as organizational culture, operational efficiency, and resource management. In contrast, external evaluation focuses on identifying opportunities and threats within the broader business environment, including competitors, customers, societal shifts, and regulatory changes (Osita et al., 2014).

A study conducted by Kusumaningtyas, Susanto, and Fathoni (2023) highlighted that strategic business analysis significantly affects current and future unit development. By maximizing strengths and opportunities while minimizing weaknesses and threats, strategic analysis better equips business units to navigate market dynamics and uncertainties. In a similar vein, Weng and Liu (2018) emphasized that continuous adaptation to evolving market conditions is key to sustainable business success. They argued that maintaining competitive advantages requires companies to continuously enhance their core competencies, revise market strategies, and adjust marketing efforts. SWOT analysis can thus serve as a critical instrument for recalibrating resources and repositioning the firm within a dynamic environment.

Ben-Abdallah et al. (2022) proposed a strategic model for high-tech firms employing Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and Internal-External (IE) matrices. Their findings demonstrated that strategic planning not only enhances operational efficiency but also assists top management in establishing priorities, allocating resources, and making informed decisions to sustain competitive advantage. One relevant application of strategic planning can be observed in the growing shoe care industry, particularly in response to shifts in urban consumer lifestyles.

In Bandar Lampung, rapid urbanization has led to notable lifestyle transformations, particularly in fashion and footwear preferences. Contemporary fashion trends have driven increased interest in premium footwear brands such as Adidas, Nike, Vans, Onitsuka Tiger, and Converse (Kurniawan, 2024). According to Google Trends data compiled by the author, as of early 2025, footwear interest among Bandar Lampung residents had reached 89%. This growing fashion consciousness has spurred interest in footwear maintenance and protection. Given the high cost of original branded shoes, consumers are increasingly opting for professional shoe care services to ensure product longevity and preserve appearance.

This growing demand stems from several key factors. First, public awareness of proper shoe maintenance has risen significantly. Second, time constraints in urban life prompt consumers to outsource shoe cleaning to professionals. Third, most professional services now

offer not only cleaning but also repair services such as "un-yellowing," deep cleaning, repainting, reglueing, and whitening. The technical specificity required for treating different types of sneakers further increases reliance on professionals to minimize the risk of damage and ensure aesthetic integrity. Consequently, shoes are no longer viewed solely as functional items but as personal identity markers. This shift in perception has opened new entrepreneurial opportunities in the specialized shoe care service sector.

One of the notable businesses in this emerging market is Cleanshipp Lampung, a shoe care service provider recognized for its strong online presence and competitive service offerings. Customer testimonials, affordable pricing, and the use of modern cleaning technologies distinguish Cleanshipp from its competitors. However, the increasing number of market players has heightened competition, requiring Cleanshipp to not only deliver high-quality services but also implement effective customer retention strategies through personalized engagement.

To thrive in this competitive environment, Cleanshipp must develop strategic marketing plans. This study utilizes IFE, EFE, and SWOT matrices to identify the internal strengths and weaknesses, as well as the external opportunities and threats faced by Cleanshipp. Preliminary field interviews conducted by the author with Cleanshipp's owner revealed several strengths: sponsored ads on Instagram, pickup and delivery services, free consultations, a wide range of services (e.g., deep cleaning, repainting, whitening, reglueing, and repairs), high service quality with over 100 pairs serviced monthly, competitive pricing, strategic outlet location, cashless payment options, and active engagement on Instagram and TikTok.

However, Cleanshipp also faces several weaknesses, including potential shoe damage due to the manual nature of the cleaning process and longer service durations for more complex cases. Opportunities include rising consumer fashion awareness, partnerships with fashion or food-and-beverage (F&B) businesses, and growing interest in membership programs offering discounts for regular cleanings. Threats include new market entrants offering lower prices, rapid changes in cleaning technology, and online tutorials that enable do-it-yourself cleaning.

The study also compares Cleanshipp with two geographically proximate competitors in the Kedaton subdistrict: Soleclean.co and Shoesandcare Lampung. The comparison focuses on deep-cleaning services. Cleanshipp charges Rp 45,000 with a 3-day completion period; Shoesandcare Lampung charges Rp 60,000 for 5 days; and Soleclean.co charges Rp 55,000 for 2–3 days. Despite similar levels of customer satisfaction based on photographic evidence and reviews, Cleanshipp offers the most competitive combination of price and service time. Additionally, based on the author's observation, the three businesses share a primary target

market: university students from major institutions such as the University of Lampung, the University of Bandar Lampung, and Darmajaya. These students represent a substantial consumer base for shoe care services in the city.

This study examines the business strategy of Cleanshipp Lampung, a shoe cleaning service in Bandar Lampung, amid tight competition with similar businesses offering comparable prices, service durations, and target markets. The research aims to identify the current marketing strategies used by Cleanshipp and propose alternative strategies to enhance its competitiveness. The research is expected to contribute academically by enriching literature on small service business strategies and practically by providing actionable insights for business owners. For the researcher, it offers an opportunity to deepen understanding of business management concepts and gain valuable experience in conducting and analyzing strategic business research.

## **2. LITERATURE REVIEW**

### **Strategic Management**

Strategic management refers to a series of comprehensive and fundamental decision-making activities involving all stakeholders within an organization to achieve desired objectives, which are formulated by leadership and implemented collectively (Certo, 2010 in Raudhatul Jannah et al., 2023). This process integrates analysis, decision-making, and action in relation to internal and external organizational conditions, enabling companies to define strategic goals such as vision, mission, and objectives. Strategic decisions should clarify the industry in which the firm operates and its competitive approach. Furthermore, managers must allocate resources effectively and design organizational structures that support implementation. A core aspect of strategic management involves identifying how a firm can secure sustainable competitive advantages—ones that are unique, valuable, and difficult to imitate. The SWOT analysis plays a critical role in this context, serving as the foundation for formulating and evaluating effective strategies. Ultimately, strategic management is a continuous process of assessment, goal-setting, and adjustment that aligns employees' contributions with organizational objectives, fostering a unified and purposeful direction (Certo, 2010 in Raudhatul Jannah et al., 2023).

### **Strategic analysis tools**

Strategic analysis tools serve as critical instruments in evaluating both internal and external environments to support effective strategic decision-making. The Internal Factor Evaluation (IFE) matrix, as defined by David (2006) in Kustiawati Ningsih (2013), is utilized to summarize and assess the strengths and weaknesses across a business's functional domains.

The weighting system ranges from 1 (major weakness) to 4 (major strength), and the matrix serves as a foundational element for further strategic tools such as the SWOT and IE matrices. Complementarily, the External Factor Evaluation (EFE) matrix facilitates the evaluation of external opportunities and threats, allowing strategists to derive insights into environmental conditions (Sulasih, 2019). The scoring system reflects a firm's responsiveness to these external factors, with subjective weightings. The Internal–External (IE) matrix synthesizes the weighted scores from IFE and EFE matrices, offering a clear visual representation of the firm's strategic positioning (Asiva Noor Rachmayani, 2015).

Additionally, the SWOT matrix offers a structured framework to align external opportunities and threats with internal strengths and weaknesses, thereby generating four types of strategies: SO, WO, ST, and WT (I Ketut Suardika & Gede Ardana Yasa, 2023; Amalia et al., 2012). For prioritization of alternative strategies, the Quantitative Strategic Planning Matrix (QSPM) provides a systematic, objective method to select the most appropriate strategic option (Gupta et al., 2015 in Indriarti & Rachmawati Chaidir, 2021). Integrating inputs from IFE, EFE, and SWOT matrices, the QSPM links key internal and external factors to alternative strategies and evaluates them quantitatively. This matrix not only minimizes the risk of overlooking critical factors but also enhances the rationality and transparency of strategic decisions (Dinh Ba Hung Anh & Nguyen Hoang Tien, 2019; Purwoko et al., 2016).

### **3. METHODOLOGY**

#### **Research Object**

The object of this study refers to a scientific target aimed at obtaining data that are objective, valid, and credible for specific purposes (Sugiyono, 2021, as cited in Widianita, 2023). This research focuses on Cleanshipp Lampung, a shoe-cleaning service business located in Bandar Lampung, specifically analyzing its business development strategies using SWOT and QSPM methods. The research subjects consist of informants, defined as individuals within the research setting who provide relevant contextual information (Moloeng, 2010, as cited in Pratiwi, 2017). Data collection involves internal stakeholders or the business owner of Cleanshipp Lampung.

#### **Data Collection**

Data collection in this study employed interviews, literature review, and documentation. Semi-structured interviews were conducted with the owner or top manager of Cleanshipp Lampung, competitors, customers, and academics to obtain comprehensive insights (Sugiyono, 2022, as cited in Khoiriah, 2022). Literature reviews were drawn from previous

research to provide theoretical grounding (Sugiyono, 2018, as cited in Nuryani, 2018), while documentation included books, records, and visual materials from the field. The study used both primary and secondary data sources. Primary data were obtained directly from interviews with key informants (Sugiyono, 2013, as cited in Triputranto, 2020), whereas secondary data included books, journals, and articles relevant to the research topic (Sugiyono, 2013, as cited in Triputranto, 2020).

### **Research Procedure**

The research procedure commenced with identifying core issues related to Cleanshipp Lampung's business strategies, followed by direct data collection through interviews and field observations. This stage aimed to understand the company's vision and goals. Subsequently, a systematic literature review was undertaken using relevant books, journals, and online resources to explore theoretical and empirical perspectives on business strategy development.

Data analysis employed the IFE-EFE matrix and SWOT framework to map internal and external conditions, which were further examined using the QSPM matrix to select optimal strategies. The final steps included interpreting the analysis results, formulating strategic recommendations, and concluding the study with insights to guide future strategic decisions.

### **Analysis Model**

This study employs a descriptive qualitative methodology, which goes beyond simply collecting and organizing data, encompassing analysis and interpretation of data's meaning. The research aims to understand, identify, and clarify various findings related to phenomena observed in the field before consolidating them into descriptive conclusions (Fred R. David, 2017). During the early stages of strategy formulation, strategic tools are used to measure subjectivity, including the EFE, IFE, IE, SWOT, and QSPM matrices. These tools aid in the matching process and decision-making, enabling strategists to generate, prioritize, assess, and select strategies by evaluating the relative importance of internal and external factors in the input matrices (Fred R. David, 2017).

The IFE matrix evaluates internal factors, categorizing strengths and weaknesses based on their significance and impact on organizational success, with a weighted average score indicating internal positioning. Similarly, the EFE matrix analyzes external factors, identifying opportunities and threats, and evaluating the company's responses through weighted ratings. The IE matrix further categorizes strategic actions into growth, stability, and retrenchment strategies, while the SWOT matrix matches internal and external factors, leading to specific strategies such as S-O, W-O, S-T, and W-T (Rangkuti, 2009; Fred R. David, 2017). The QSPM

matrix assists in determining the most attractive strategy by scoring and calculating the total attractiveness score for each strategic option (Fred R. David, 2017).

### **Data analysis model**

Data analysis, according to Sugiyono (2018), involves systematically organizing and interpreting collected data from field notes, interviews, and documentation. This process includes categorizing the data, breaking it into manageable units, synthesizing it, and identifying key patterns. The ultimate goal is to simplify complex data, making it more comprehensible for both the researcher and others (Sugiyono, 2019). The data analysis process typically involves four stages: data collection, data reduction, data presentation, and drawing conclusions.

The first stage, data collection, is crucial to the research process. In this study, data was gathered through direct observation, interviews with Cleanshipp's owner, and literature reviews. Following this, data reduction involves summarizing, selecting, and focusing on relevant data, which simplifies further analysis (Sugiyono, 2018). Data presentation is then performed in various formats, including narratives, tables, and diagrams. The final step, drawing conclusions, may lead to answers to the research questions, though these might evolve during the study (Sugiyono, 2018).

## **4. RESULT AND DISCUSSION**

### **Overview of Research Object**

Cleanshipp Lampung, located on Jalan Kayu Manis, Kota Sepang, Bandar Lampung, was founded in 2019 by Dino Karya. Specializing in shoe and bag care, it offers services such as deep clean, re-whitening, un-yellowing, express deep cleaning, reglue, repaint, and bag treatment. Initially, Cleanshipp had a second workshop in Pahoman, which is now closed for unknown reasons. It has collaborated with several cafes, including Sakara, Baper, and Par's, for shoe pick-up services. With affordable prices starting at Rp 45,000 and high-quality results, Cleanshipp has gained a loyal customer base for regular shoe cleaning.

### **IFE Matrix**

The Internal Factor Evaluation (IFE) Matrix is a strategic tool used to assess a company's internal environment, highlighting its strengths and weaknesses. Based on interviews with key stakeholders, including the owner, competitors, customers, and academics, the IFE matrix for Cleanshipp Lampung reveals a strong internal position with a weighted total score of 3.3578. Key strengths include high-quality service, effective use of social media platforms like Instagram and TikTok, affordable pricing, and the availability of consultation

services. These strengths contribute to customer retention and acquisition, enhancing the company's competitive edge. However, weaknesses such as the use of manual equipment and potential shoe damage due to careless handling pose challenges for operational efficiency. While these weaknesses have relatively low weights, addressing them through customer education, consultation services, and internal training can mitigate their impact. Overall, Cleanshipp Lampung's internal foundation is strong, but continuous improvement is essential for sustaining growth and competitiveness.

### EFE Matrix

The External Factor Evaluation (EFE) Matrix is a strategic tool for examining a company's external environment, identifying opportunities and threats. Based on interviews with the owner, competitors, customers, and academics, Cleanshipp Lampung's EFE matrix reveals a total score of 3.180, indicating the company is in a favorable position to leverage external factors. Key opportunities include societal lifestyle trends (0.707), offering membership discount programs (0.639), and growing awareness about shoe cleanliness (0.573). The highest-rated factor, lifestyle trends, represents a significant business opportunity, reflecting changing consumer preferences. Conversely, threats, with a total score of 0.35, pose less concern. The primary threat is the availability of online shoe care tutorials, which could lead customers to perform shoe maintenance independently, with a score of 0.176. Despite this threat, its impact is relatively minimal compared to the available opportunities, suggesting Cleanshipp Lampung is well-positioned to capitalize on external factors for continued growth.

### Internal-External (IE) Matrix

Based on the Internal-External (IE) Matrix analysis, Cleanshipp Lampung demonstrates a promising position, with an internal score of 3.357 and an external score of 3.180. This positions the company in Quadrant I, indicating that the most appropriate strategy for the business is growth through vertical integration.

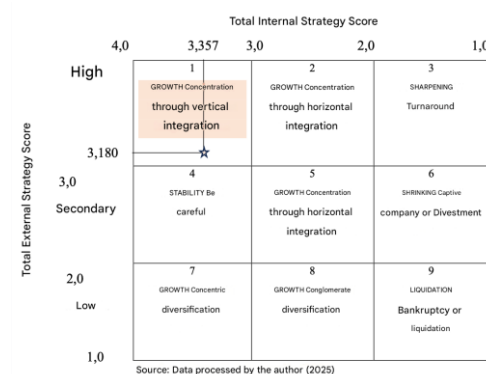


Figure 1. Internal-External (IE) Matrix



Cleanshipp's core service, shoe cleaning and care, offers several strategic opportunities. Vertical integration can be pursued through upstream strategies, such as offering shoe care products (e.g., anti-fungal solutions or shoe perfumes), which would enable better quality control. Downstream integration could involve expanding distribution facilities, such as adding drop-off stations, making it more convenient for customers to access services. Additionally, implementing a membership or subscription program would help retain customers and provide a stable revenue stream. Overall, Cleanshipp Lampung is well-positioned for sustainable growth by leveraging vertical integration while maintaining high service quality and strengthening brand trust.

### **SWOT Cleanshipp Lampung**

Cleanshipp Lampung's SWOT analysis reveals several strengths, weaknesses, opportunities, and threats. The company benefits from strategic strengths, including its active Instagram and TikTok presence, sponsorship ads, and diverse shoe care services such as deep cleaning, repainting, and whitening. Additionally, Cleanshipp offers convenient delivery services, a physical outlet in a strategic location, and flexible payment methods, all of which enhance customer experience and satisfaction. The company also provides personalized consultations, which help customers select appropriate treatments for their shoes. However, weaknesses exist, such as the risk of shoe damage during cleaning, especially for complex materials, and the reliance on manual equipment, which may limit operational efficiency. Additionally, longer processing times for certain shoes may affect service speed.

Externally, Cleanshipp has significant opportunities, such as the growing trend toward lifestyle awareness and increased shoe care consciousness. Partnerships with fashion or F&B businesses could expand customer reach and enhance service accessibility. The demand for quick and efficient services, including membership discounts for regular customers, also presents growth prospects. However, threats from emerging competitors with competitive pricing, the rise of at-home cleaning technologies, and intense market rivalry could challenge Cleanshipp's market position. These external factors require careful attention to maintain a competitive edge in a rapidly evolving industry.

**Table 1. SWOT Cleanshipp Lampung**

	<b>STRENGHT</b>	<b>WEAKNESS</b>
<b>INTERNAL/ EKSTERNAL</b>	1. Always place sponsored ads on Instagram to attract customers. 2. Have a delivery facility or pick-up of customer shoes 3. Have a consultation service 4. Provide many services such as deep clean, repaint, un-yellow, re-whitening and so on 5. Satisfactory service quality 6. Competitive prices with a fairly fast processing time 7. Have a physical outlet with a strategic location 8. Cash and non-cash payment facilities 9. Active on social media Instagram and Tiktok	1. Damage to shoes if the work is not done carefully 2. The work takes a long time for certain complicated shoes 3. The equipment used is still manual
<b>OPPORTUNITY</b>	<b>SO</b>	<b>WO</b>
1) Increasing lifestyle trends in society 2) Potential for collaboration with fashion or FnB businesses 3) Increasing public awareness of the importance of shoe care 4) New habits of people who want everything fast 5) Offering a membership program to get discounts by washing <b>regularly</b>	1. Optimizing digital media and branding (S1, S9 + O1, O3) 2. Establishing partnerships for drop stations (S2 + O2) 3. Improving services and membership (S5 + O5) 4. Providing competitive prices and fast service (S6 + O3)	1. Equipment modernization (W3 + O4) 2. Human resource training and quality control (W1 + O3)
<b>THREATS</b>	<b>ST</b>	<b>WT</b>
1. The emergence of new competitors with competitive prices 2. New technology or tutorials on the Internet that make it easier to clean shoes at home 3. Tight competition in the market	1. Leveraging strategic location and service quality to face new competitors (S5, S7 + T1) 2. Educating customers via social media (S9, S3 + T2)	1. Process efficiency and Speed increase (W2 + T3)

## QSPM Analysis

The Quantitative Strategic Planning Matrix (QSPM) analysis represents the final stage in the strategic planning process, helping organizations objectively determine the most effective strategy for implementation (Le, Nguyen et al., 2022). In the case of Cleanshipp Lampung, nine alternative strategies were assessed, with the Attractive Score (AS) determined by aligning and scoring based on key internal and external factors that may influence strategic recommendations. The Total Attractive Score (TAS) was calculated by multiplying the AS by the average weight of each critical factor. The TAS values were then summed vertically to prioritize the strategy with the highest score. The results indicated that the strategy with the highest TAS was “Utilizing strategic location and service quality to confront new competitors” with a score of 4.38538, followed by “Educating customers via social media” with a TAS of 4.25577. Consequently, Cleanshipp Lampung should focus on leveraging its strategic location and high service quality to differentiate itself from new competitors in the market.

Further analysis through the Internal Factor Evaluation (IFE) matrix revealed that Cleanshipp holds a strong internal position with a weighted score of 3.3578, which reflects its ability to optimize strengths and mitigate weaknesses effectively. The External Factor Evaluation (EFE) matrix, with a weighted score of 3.180, indicates that Cleanshipp is in a relatively favorable position to seize external opportunities and counter potential threats. The Internal-External (IE) matrix places the company in quadrant I, suggesting that the most appropriate strategy is growth, particularly through vertical integration. The SWOT analysis identified nine strategic alternatives, which were subsequently evaluated through the QSPM. Based on the results, the most attractive strategy with the highest TAS is “Utilizing strategic location and service quality,” confirming its potential for success in strengthening Cleanshipp's competitive position in the market.

## 5. CONCLUSION

The analysis of Cleanshipp's Internal Factor Evaluation (IFE) reveals that the company holds a strong internal position, effectively leveraging its strengths and addressing its weaknesses. The External Factor Evaluation (EFE) further supports this by indicating Cleanshipp's ability to capitalize on external opportunities and mitigate threats. As a result, both matrices suggest that Cleanshipp is positioned in Quadrant I, which signifies a growth phase. The optimal strategy for the company, therefore, is focused on concentration through vertical integration.

Furthermore, the SWOT analysis generated nine alternative strategies for Cleanshipp. Based on the Quantitative Strategic Planning Matrix (QSPM), the strategy with the highest total score—“Utilizing strategic location and service quality to confront new competitors”—was selected as the most effective course of action. This strategy is recommended for Cleanshipp to adopt as it offers the best potential for achieving long-term success in a competitive market.

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