



Integrated SWOT–QSPM Approach to Determine Key Strategies in Agroindustry Development

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ABSTRACT: CV ABC is a food business that produces amplang crackers made from fish and faces challenges in business development amid increasing competition. This study aims to formulate appropriate business development strategies through an analysis of the company's internal and external factors. The qualitative descriptive approach with data collection through interviews, observations, and document studies were applied in this study. Data analysis is carried out using the SWOT method to identify strengths, weaknesses, opportunities, and threats, as well as the Quantitative Strategic Planning Matrix (QSPM) method to determine priority strategies for business development. SWOT analysis results show that CV ABC main strengths include a widely recognized brand, an efficient distribution network, consistent product quality, and halal certification. The weaknesses faced include limited product diversification, suboptimal utilization of production technology, and limited human resources. Business opportunities come from the increasing demand for cracker products, government support for food MSMEs, as well as developments in digital marketing, while the main threats include competition from similar products, fluctuations in raw materials, and changes in consumer preferences. The results of the QSPM analysis was indicate that the strategy of developing product diversification based on flavor and packaging innovation is the top priority strategy, followed by the strategy of strengthening and expanding the market through brand optimization and digital marketing. This strategy is expected to enhance competitiveness and business sustainability.

Keywords: Amplang Crackers, Business development strategy, Food MSMEs, QSPM, SWOT.

1. INTRODUCTION

Fish is one of the dominant marine natural resources in a country with an extensive maritime territory like Indonesia (Rusman, 2022). In line with (Dewi et al., 2018), fish is one of the food ingredients that is easily obtained in Indonesia, which is one of the countries with vast marine potential. Fish is

one of the sources of animal protein favored by the people of West Kalimantan because its price tends to be cheaper than chicken and beef (Badan Pusat Statistik, 2023). The Central Statistics Agency reported that fish consumption in West Kalimantan is higher than consumption of chicken and beef (Badan Pusat Statistik, 2023).

Fish consumption in 2023 reached 2.01 kg per capita per month, a value higher than the consumption of chicken and beef, which is 0.79 kg per capita per month. Mackerel is one of the popular types of fish in Indonesia because it has no scales and is large in size, making it easier to process. Fish and its processed products play an important role as a source of nutrients for humans, providing protein, fatty acids, vitamins, and other microelements (Rahma et al., 2024). In addition, these nutrient sources are highly needed by the body to maintain health and organ function (Andhikawati et al., 2021).

One of the products that can be made from fish raw materials is fish crackers. Crackers are a type of dry food whose ingredients mostly contain quite high starch content. The development of crackers is an expansion of the dough structure so that a product with increased volume is obtained (Zulfahmi & Swastawati, 2014). Crackers are divided into non-protein-based crackers and protein-based crackers. Protein-based crackers can be made from either animal or plant proteins. Crackers are not a source of protein if protein sources such as fish, shrimp, soybeans, and others are not added during the manufacturing process (Nurhayati et al., 2020).

West Kalimantan is a region that has hundreds of large and small rivers, which is why it is nicknamed the 'Land of a Thousand Rivers' (Sarwono et al., 2018). The agricultural activities carried out by the people in West Kalimantan include food crop farming, plantations, forestry, livestock, and fisheries. The fisheries yield in Pontianak Regency is 536.10 tons per year, allowing the community to process fish into products with added value (Badan Pusat Statistik, 2025). One of the businesses in the center of Pontianak City that processes fish into value-added products is CV ABC. CV ABC is a company engaged in producing souvenir fish products in the form of crackers. CV ABC is located near the center of Pontianak City, precisely on Jalan Pak Benceng, Sungai Bangkong Village, Pontianak Kota District, Pontianak City, West Kalimantan. CV ABC

was established in 2014, and amplang is the main product produced. Marketing itself has been carried out as far as outside Pontianak City up to the Malaysian border, one of which is through social media. The sustained growth and adoption of e-commerce highlight its potential as a transformative platform for the processed seafood industry in Indonesia (Ma'rifat et al., 2025). CV ABC still lacks product innovation to further develop the business. In the business development of CV ABC, in order to be able to compete with similar competitors, it is necessary to conduct an analysis using SWOT analysis (Strength, Weakness, Opportunity, and Threats) to identify the strengths, weaknesses, opportunities, and threats that occur (Nurfadila et al., 2024). Furthermore, to determine the priority development strategies while considering attractiveness, an analysis using QSPM (Quantitative Strategic Planning Matrix) is conducted (Haya et al., 2024).

2. MATERIALS AND METHODS

This study was carried out using descriptive and quantitative methods by conducting a SWOT analysis, which includes internal factors (strengths and weaknesses) and external factors (opportunities and threats), while the quantitative approach was used to assign weights and scores to strategic factors through SWOT analysis and determine strategy priorities using the Quantitative Strategic Planning Matrix (QSPM) (Ikhsani & Rahmi, 2024). Primary data were collected through semi-structured interviews with five experts who were selected purposively based on their experience and involvement in the agroindustry business. The experts consisted of: (1) the owner of CV ABC with more than 10 years of business experience, (2) the production manager responsible for operational activities, (3) a marketing manager involved in product distribution and market development, and (4–5) two representatives from the Fisheries Department who have expertise in fisheries agroindustry development and MSME assistance programs. Secondary data were

obtained from previous studies, journals, and supporting literature related to SWOT and QSPM methods. The research was conducted at CV ABC, an agroindustry business processing fishery product into Amplang Crackers. The research flow can be seen in Figure 1.

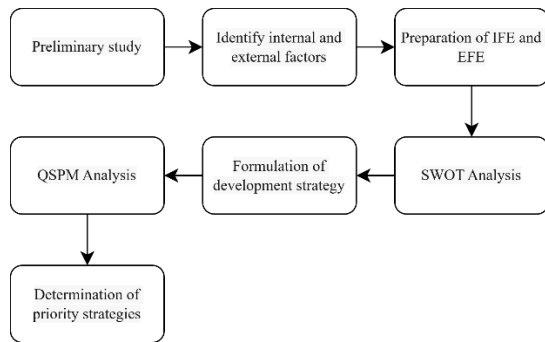


Figure 1. Research flow

SWOT analysis is an analytical tool used in strategic management to identify the key factors that can influence the performance of an entity (Jannah et al., 2024). SWOT analysis is a method used to evaluate the strengths, weaknesses, opportunities, and threats that may be involved in a project plan, an organization, or a business activity (Zainuri & Setiadi, 2023). The following are data analysis techniques conducted using Strengths, Weaknesses, Opportunities, and Threats (SWOT) (Prayudi & Yulistria, 2020):

1. Identify strategic factors: a) internal factors consisting of strengths and weaknesses of the business, b) external factors consisting of opportunities and threats to the business.
2. Conduct expert assessments using a structured questionnaire with a Likert scale ranging from 1 to 4 to determine the importance and condition of each strategic factor. The weighting process reflected the relative importance of each factor to business success, where the total weight for all factors equals 1.
3. Assign ratings to each factor based on expert consensus. Ratings ranged from 1 to 4, where for internal factors:
 - 1 = major weakness,
 - 2 = minor weakness,
 - 3 = minor strength, and

4 = major strength.

For external factors:

1 = major threat,

2 = minor threat,

3 = minor opportunity, and

4 = major opportunity.

Create an Internal Factor Evaluation (IFE) Matrix, consisting of strengths and weaknesses, with a total weight not exceeding 1, and a rating of 1-4 according to the company's condition.

4. Create an External Factor Evaluation (EFE) Matrix, consisting of opportunities and threats, with a total weight not exceeding 1, and a rating of 1-4 according to the company's condition.

5. Create a SWOT matrix to identify and provide options for business development strategies.

The Quantitative Strategic Planning Matrix (QSPM) has the ability to objectively show which strategy is the best among various alternatives, as well as to determine which strategy should be prioritized in choosing the recommended strategic alternatives from the SWOT matrix (Amiruddin et al., 2020). QSPM determines the relative attractiveness of various strategies based on how well key internal and external success factors are utilized or enhanced. QSPM objectively assesses the relative attractiveness of various strategic options (Novitasari & Samanhudi, 2021). The following are the stages for the Quantitative Strategic Planning Matrix (QSPM) (Indriarti & Chaidir, 2021):

1. Compile a list of internal and external factors from the IFE and EFE matrices
2. Assign weights to each strategic factor
3. Determine strategy alternatives resulting from SWOT
4. Provide an Attractiveness Score (AS) (1-4) for each strategy
5. Calculate the Total Attractiveness Score (TAS) by multiplying the weight and AS
6. Determine the priority strategy based on the highest TAS value

The strategy with the highest TAS value is considered the most prioritized strategy to be implemented in business development.

3. RESULTS AND DISCUSSION

3.1 Internal Factor (Strengths and Weaknesses)

The internal factors of CV ABC indicate a relatively strong business condition but still face some limitations that need attention in business development. Internal factors consist of strengths and weaknesses. The strengths of CV ABC were follows:

1. A well-known brand: The brand of CV ABC Was recognized in the market for its produced product, Amplang Crackers. Since consumers usually prefer established brands (Azhari, 2025), it makes it easier for them to purchase Amplang Crackers.
2. Wide and efficient distribution network: The Amplang Crackers from CV ABC are made from fish and can consistently reach consumers. In line with research (Saputra & Yanti, 2025), efficient distribution is a key factor in the success of a business.
3. Does not use preservatives, the resulting products only use flavor enhancers and do not contain preservatives. This is because chemicals that accumulate in the body can lead to deteriorating health (Thristy et al., 2020).
4. Product quality was consistent, from the beginning of producing Amplang Crackers until now, the composition of the ingredients used by CV ABC has not changed, so the quality can compete with similar companies.
5. The product was already halal certified, which can increase consumer trust and strengthen product competitiveness in the processed food market. In line with research (Mardianto et al., 2025), there is a primary role related to halal as a medium of communication to consumers to generate interest in the product.

3.2 External Factor (Opportunities and Threats)

External factors are the environmental conditions outside the operations of a company or business (Kolit et al., 2023). External factors can affect the performance and sustainability of CV ABC, both in the form of opportunities and threats. An analysis

of these external factors is important to identify various business environment dynamics that need to be anticipated and utilized in formulating business development strategies. The following are the opportunities available to CV ABC:

1. The increasing demand for Crackres products, the trend of Indonesian consumers moving more towards food products, is supported by Amplang Crackres products that do not use preservatives.
2. Government support for the development of food MSMEs, including guidance and training from the government, provides opportunities for companies to increase production capacity, business management quality, and product competitiveness. The government plays a role in setting policies, providing guidance and assistance during the credit period, and facilitating relationships between MSMEs and other parties (Siregar & Jaffisa, 2020).
3. The development of digital marketing and marketplaces opens up opportunities for CV ABC to expand market reach through social media and marketplaces, without having to rely entirely on conventional distribution channels.
4. The potential for product diversification based on flavor and packaging innovations, along with high consumer interest in snack products with various flavors, provides an opportunity for companies to diversify their products, enabling them to reach a wider market segment and increase the added value of their products. Packaging innovation and product diversification can be strategic solutions in enhancing a company's competitiveness (Pudjowati et al., 2024).
5. The increasing consumer awareness of halal and safe products, along with the high public awareness of food halalness and safety, provides opportunities for CV ABC, which already has a halal certificate, to be accepted in various market segments.

Meanwhile, the threats faced by CV ABC are:

1. Fluctuations in the availability and prices of fish raw materials, the availability of raw materials in Pontianak which is greatly influenced by seasons, weather, and natural conditions. This has the potential to cause supply instability and price fluctuations. This situation can increase production costs and disrupt the continuity of fish-based Amplang Cracker production.
2. The competition among similar products is becoming increasingly intense, with the growing number of Amplang Crackers and fish-based snacks, leading to higher market competition. This competition demands continuous maintenance of quality, pricing, and innovation to avoid losing the market.
3. Changes in consumer tastes and preferences, along with dynamic and rapidly shifting consumer tastes, pose a threat to less innovative products. If companies are unable to adjust flavor variants, packaging, and product concepts to market trends, consumer interest in amplang products may decline.
4. Dependence on economic conditions and consumer purchasing power, changes in economic conditions, such as people's purchasing power or inflation, can affect the level of snack product consumption
5. Limited product durability in long-distance distribution, krupuk amplang products that do not use preservatives have a relatively short shelf life, which can potentially lead to a decline in quality.

3.3 IFE Matrix at CV ABC

Table 1. Internal Factor Evaluation (IFE) Matrix at CV ABC

No	Strengths	Weight	Rating	Score
1	A widely recognized brand	0.18	4	0.72
2	A wide and efficient distribution network	0.15	4	0.60
3	Does not use preservatives	0.12	3	0.36
4	Product quality is consistent	0.10	4	0.40
5	The product is halal certified	0.10	4	0.40
No	Weakness	Weight	Rating	Score
1	Lack of cooperation with raw material suppliers	0.10	4	0.40
2	The utilization of production technology that is not yet optimal	0.10	4	0.40
3	Limited trained human resources	0.10	4	0.40
4	Financial bookkeeping is still manual	0.03	3	0.09
5	Product diversification is still limited	0.02	4	0.08
Total		1.00		3.85

The IFE table above shows that the strength of CV ABC is its widely recognized brand with a score of 0.72. The amplang products it produces, despite many similar competitors, are able to endure with increasing sales. Meanwhile, the weakness of CV ABC is its

limited product diversification, scoring 0.08. The products produced by CV ABC are limited to Amplang Crackers, so there is a need for product diversification as it could be an opportunity to increase sales.

3.4 EFE Matrix at CV ABC

Table 1. External Factor Evaluation (EFE) Matrix at CV ABC

No	Opportunities	Weight	Rating	Score
1	Increasing demand for cracker products	0.15	4	0.60
2	Government support for the development of food MSMEs	0.15	4	0.60
3	The development of digital marketing and marketplaces	0.13	3	0.39
4	Potential for product diversification based on flavor and packaging innovation	0.12	3	0.36
5	Increasing consumer awareness of halal and safe products	0.10	4	0.40
No	Threats	Weight	Rating	Score
1	Fluctuations in the availability and prices of fish raw materials	0.10	4	0.40
2	Increasingly intense competition among similar products	0.10	4	0.40
3	Changes in consumer tastes and preferences	0.05	3	0.15
4	Dependence on economic conditions and consumer purchasing power	0.05	3	0.15
5	Limited product durability in long-distance distribution	0.05	4	0.20
Total		1.00		3.65

The EFE table above shows that opportunities with a score of 0.60 are: 1) the increasing demand for cracker products due to the trend of Indonesian consumers shifting more towards food products, supported by Amplang Crackers that do not use preservatives, and 2) government support for the development of food SMEs, where assistance and training programs from the government provide opportunities for the company to increase production capacity, improve business management quality, and enhance product competitiveness.

Meanwhile, the highest external threats for CV ABC, with a score of 0.40, are: 1) fluctuations in the availability and prices of fish raw materials, as unstable raw material supply and increasing fish prices can disrupt production continuity and increase production costs, and 2) increasingly intense competition among similar products, where the growing number of competitors offering similar products may reduce the company's market share and competitiveness if product

differentiation and innovation are not continuously improved.

3.5 SPACE Internal and External Factors

From the total IFE and EFE, an I-E matrix diagram can be created by finding the intersection point on the X-axis and Y-axis (Nurfadila et al., 2024). On the X-axis, obtained from (W-S) it is 1.11, and the Y-axis point, obtained from (O-T) is 1.05, as shown in Figure 2.

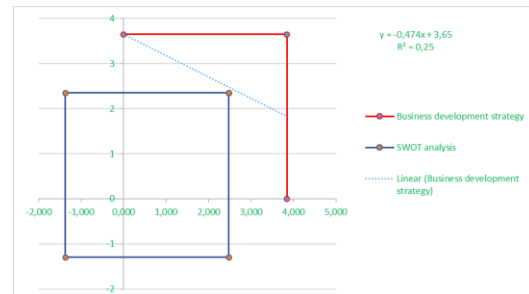


Figure 2. SPACE Internal and External Factors

The mapping results show that the company's position is in the aggressive quadrant (Aggressive Strategy), marked by both X and Y values being positive. This position indicates that internally, the company has strengths that are more dominant than its weaknesses, and externally, business opportunities are greater than the threats faced. Under these conditions, the company is in a relatively advantageous situation to pursue expansion and business development.

The strategy curve in the SPACE Matrix shows the direction of the vector moving to the upper right, indicating that the

appropriate strategy is a growth-oriented strategy. This strategy emphasizes leveraging internal strengths to maximize market opportunities, such as product development, market expansion, and enhancing competitiveness. Therefore, the results of the SPACE Matrix analysis support the implementation of an aggressive strategy as the basis for formulating sustainable business development strategies.

3.6 SWOT Matrix of CV. ABC

Based on the results of the SWOT analysis conducted, the following can be seen in Table 3.

Table 3. SWOT Matrix of CV ABC

IFAS	Strengths	Weakness
EFAS	<ol style="list-style-type: none"> 1. A widely recognized brand 2. A wide and efficient distribution network 3. Does not use preservatives 4. Product quality is consistent 5. The product is halal certified 	<ol style="list-style-type: none"> 1. Lack of cooperation with raw material suppliers 2. The utilization of production technology that is not yet optimal 3. Limited trained human resources 4. Financial bookkeeping is still manual 5. Product diversification is still limited
Opportunities	S-O	W-O
<ol style="list-style-type: none"> 1. Increasing demand for cracker products 2. Government support for the development of food MSMEs 3. The development of digital marketing and marketplaces 4. Potential for product diversification based on flavor and packaging innovation 5. Increasing consumer awareness of halal and safe products 	<ol style="list-style-type: none"> 1. Strengthening and expanding the market through brand optimization, halal certification, and digital marketing (S1, S2, S5, O3, O5) 2. Development of cracker product diversification based on flavor and packaging innovation (S4, O5) 	<ol style="list-style-type: none"> 1. Increasing production capacity and business management through government support programs for MSMEs (W2, O2) 2. Developing product diversification and digital marketing to reach a wider market (W5, O3)

Threats	S-T	W-T
1. Fluctuations in the availability and prices of fish raw materials 2. Increasingly intense competition among similar products 3. Changes in consumer tastes and preferences 4. Dependence on economic conditions and consumer purchasing power 5. Limited product durability in long-distance distribution	1. Strengthening product differentiation based on quality, halal standards, and food safety (S5, T1) 2. Optimizing distribution networks to mitigate the impact of raw material fluctuations and consumer purchasing power (S2, T1, T3)	1. Strengthening supplier cooperation and controlling production costs (W1, T1) 2. Improving production efficiency and adapting products to market changes (W2, T4)

3.7 Quantitative Strategic Planning Matrix (QSPM) analysis

Strategy 1: Strengthening and expanding the market through brand optimization, halal certification, and digital marketing.

The strategy of strengthening and expanding the market is carried out by leveraging well-known brands and halal certification as a guarantee of product quality and safety to increase consumer trust. Optimizing digital marketing and marketplaces allows products to reach a wider market efficiently, thereby increasing sales volume and business competitiveness.

Strategy 2: Development of cracker product diversification based on flavor and packaging innovation

The strategy of developing cracker product diversification based on flavor and packaging innovation is carried out to adapt the products to changing tastes and increasingly diverse consumer preferences. This innovation is expected to enhance the product's appeal, expand market segments, and provide added value for the business sustainably.

Table 4. Quantitative Strategic Planning Matrix (QSPM) of CV ABC

No	Indicator	Weight	Strategy 1: Strengthening and expanding the market through brand optimization, halal certification, and digital marketing.		Strategy 2: Development of cracker product diversification based on flavor and packaging innovation	
			AS	TAS	AS	TAS
Strengths						
1	A widely recognized brand	0.18	4	0.72	3	0.54
2	A wide and efficient distribution network	0.15	4	0.60	3	0.45
3	Does not use preservatives	0.12	2	0.24	2	0.24

4	Product quality is consistent	0.10	3	0.30	2	0.20
5	The product is halal certified	0.10	2	0.20	2	0.20
Weakness						
1	Lack of cooperation with raw material suppliers	0.10	3	0.30	4	0.40
2	The utilization of production technology that is not yet optimal	0.10	2	0.20	3	0.30.
3	Limited trained human resources	0.10	2	0.20	3	0.30
4	Financial bookkeeping is still manual	0.03	1	0.03	2	0.06
5	Product diversification is still limited	0.02	1	0.02	2	0.04
Opportunities						
1	Increasing demand for cracker products	0.15	4	0.60	4	0.60
2	Government support for the development of food MSMEs	0.15	4	0.60	4	0.60
3	The development of digital marketing and marketplaces	0.13	2	0.26	2	0.26
4	Potential for product diversification based on flavor and packaging innovation	0.12	3	0.36	3	0.36
5	Increasing consumer awareness of halal and safe products	0.10	3	0.30	4	0.40

Threats						
1	Fluctuations in the availability and prices of fish raw materials	0.10	2	0.20	2	0.20
2	Increasingly intense competition among similar products	0.10	2	0.20	3	0.30
3	Changes in consumer tastes and preferences	0.05	1	0.05	2	0.10
4	Dependence on economic conditions and consumer purchasing power	0.05	1	0.05	2	0.10
5	Limited product durability in long-distance distribution	0.05	2	0.10	2	0.10
Total				5.53	Total	5.75

According to the QSPM analysis calculation, the development of diversified cracker products based on flavor and packaging innovation is determined as the top priority strategy because it obtained the highest total TAS (5.75). This strategy is considered the most effective in addressing internal weaknesses, particularly the limited product diversification and technology utilization, while also responding to external threats such as competition from similar products and changes in consumer preferences. Flavor and packaging innovation enables the company to enhance competitiveness, expand market segments, and increase product value without being overly dependent on economic conditions and long-distance distribution.

Strengthening and expanding the market through brand optimization, halal certification, and digital marketing is the second priority with a total TAS of 5.53. This strategy is strongly supported by the company's internal strengths, such as a widely recognized brand, an efficient distribution network, and halal certification, making it effective for maintaining and expanding market share. However, compared to the product diversification strategy, this strategy is relatively less adaptive in addressing threats from changing consumer preferences and product durability

limitations, thus it is placed as a subsequent priority.

4. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the SWOT and QSPM analysis, CV ABC determined that the strategy of developing product diversification of crackers based on flavor and packaging innovation was the top priority strategy with the highest Total Attractiveness Score (TAS) of 5.75. This strategy is considered the most effective in addressing internal weaknesses while anticipating external threats. Meanwhile, the strategy of strengthening and expanding the market through brand optimization, halal certification, and digital marketing ranks second in priority with a TAS of 5.53, playing an important role in strengthening market position and maintaining business competitiveness.

Based on this conclusion, CV ABC was advised to prioritize the implementation of a product diversification strategy through the development of new flavor variants and more attractive packaging innovations that align with market trends. This step is expected to enhance product appeal, expand consumer segments, and reduce the risk of declining market interest due to changes in consumer preferences and increasing competition.

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