BUSINESS DEVELOPMENT STRATEGY FOR BUK DAR GROUND SPICE BUSINESS USING SOAR SAN QSPM METHOD

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ARTICLE INFO	ABSTRACT
Keywords: Promotion, Consumer Demand, Marketing Strategy, SOAR, QSPM	UKM Bumbu Giling Buk Dar is one of the ground spice businesses that produces ready-to-use ground spices such as ground chili, dried ground chili, bird's eye chili, ground shallots, ground garlic, ground galangal, ground turmeric, ground lemongrass, ground ginger, and ground candlenut. Additionally, they also sell various other spices. Marketing for UKM Bumbu Giling Buk Dar is currently limited to the production site, stores, direct offers to the community, and regular customers from the food industry. The decline in UKM Bumbu Giling Buk Dar's sales can be attributed to several factors, including the COVID-19 pandemic, which has resulted in a decrease in consumer demand, as well as market competition and suboptimal promotion. To develop a marketing strategy, it is important to identify existing factors. This can be done using the SOAR method and identifying suitable alternative strategies using the QSPM matrix. A key opportunity for UKM Bumbu Giling Buk Dar lies in the development of the business world, enabling online sales platforms such as WhatsApp and others. The main outcome for UKM Bumbu Giling Buk Dar lies in expanding its marketing reach. Based on an IFE score of 4.604 and an EFE score of 4.109, the IE matrix places the company in Quadrant I, which represents intensive and integration strategies. Through the analysis of internal and external factors, several alternative strategies have been identified based on the SOAR matrix, including SA, OA, SR, and OR strategies. The marketing strategy to be employed, based on the QSPM method, is the SA strategy (utilizing strategic sales locations and expanding them through online media), with a TSS value of 8.533.
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1. INTRODUCTION

The business development in Indonesia has become increasingly competitive and dynamic, especially during the Covid-19 pandemic that has affected the country. This has resulted in intense competition among businesses, due to the growing number of competitors and increasing product volumes. One of the most affected sectors is the Small and Medium Enterprises (SMEs). SMEs play a crucial role in economic development as they can improve people's living standards and contribute to poverty alleviation. However, the impact of the pandemic has caused many SMEs to face profitability issues and even shut down. To overcome these challenges, it is essential to implement business strategies to compete with other competitors and restore sales conditions.

One example of an SME is "Buk Dar Ground Spice," which produces various ground spices such as ground chili, dried ground chili, bird's eye chili, ground shallot, ground garlic, ground galangal, ground turmeric, ground lemongrass, ground ginger, ground candlenut, and other spices. The business was established by Buk Dar in 2014 and is located at Jl. Agussalim No. 33. It has two employees and utilizes a single grinding machine.

Marketing for "Buk Dar Ground Spice" SME is primarily done at the production site and through direct sales to the public, relying on regular customers from the food industry. The SME prioritizes product quality over personal profit. However, some of the ground spices have a short shelf life, lasting only a few days, as the business produces them using basic ingredients and salt without any preservatives. Although the quality of the products attracts customers, the SME's promotional efforts are limited to direct offers to the public, lacking optimal marketing strategies.
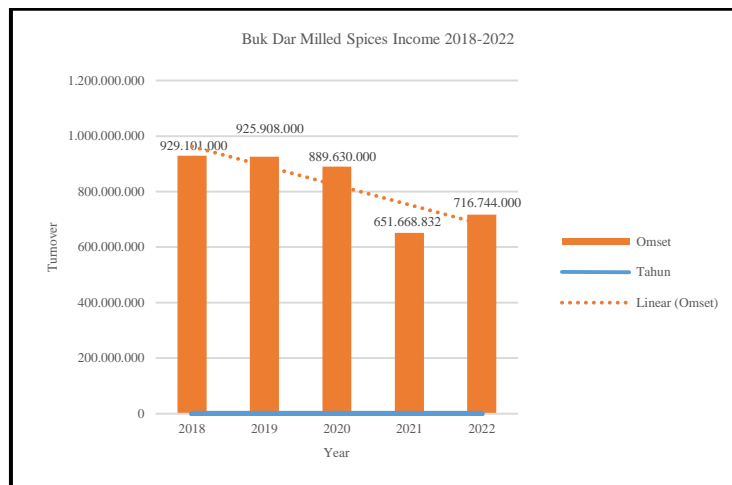
Figure 1. Graph of Buk Dar Milled Seasoning Business Sales

Based on Figure 1, it can be observed that the sales of "Buk Dar Ground Spice" SME have been declining. The total income in 2018 amounted to Rp. 929,101,000 per year. In 2019, the income of "Buk Dar Ground Spice" SME decreased by Rp. 3,193,000, with a total income of Rp. 925,908,000 per year. In 2020, the income further decreased by Rp. 36,278,000, with a total income of Rp. 889,630,000 per year. The sales of "Buk Dar Ground Spice" SME experienced another decline to Rp. 651,668,832 per year in 2021. In 2022, the income slightly increased to Rp. 716,744,000 per year.

Based on observations and interviews with the business, the decline can be attributed to several factors, including the Covid-19 pandemic, which resulted in a decrease in consumer demand. Food-related SMEs were particularly affected, as they were unable to resume operations, and individuals conducted activities from home, making it difficult to make purchases at business locations during the pandemic, which ultimately affected consumer demand. Another factor is market competition influenced by price offers to consumers without agreement. Furthermore, the promotional efforts of "Buk Dar Ground Spice" SME have not been optimal. The majority of their customers are long-standing subscribers, such as restaurants that maintain the same purchasing patterns each year, making it challenging to increase sales.

To implement marketing strategies, it is necessary to begin by identifying the existing factors. The identification of factors can be done using the SOAR method, which involves using the SOAR matrix to formulate strategies. SOAR is an innovative approach based on strengths to create strategic thinking and planning involving all individuals interested in the strategic thinking process [1]. Subsequently, the identification of suitable and best alternative strategies for the company can be conducted using the QSPM matrix. The QSPM matrix is a tool used to analyze various alternative strategies available to determine priority strategies. The alternative strategies analyzed in this stage are those formulated through previous analyses by integrating internal and external factors. With the QSPM matrix, management can prioritize and rank various existing alternatives for the implementation of strategies (Qanita, 2020).

2. METHOD

The data collected in this study consist of primary data and secondary data. The research utilizes a Non-Probability Sampling technique with Internal Sampling as the type. This means that the sample selection is done spontaneously, considering all those involved with "Buk Dar Ground Spice" SME as meeting the research sample criteria. Since the population size is unknown in this research, the determination of the sample size is conducted using the following formula:

$$n = \frac{\left(Z_{\frac{a}{2}}\right)^2 p.q}{d^2}$$

In this study, the SOAR and QSPM methods are utilized. The SOAR method is used to formulate alternative strategies, while the QSPM method is employed to analyze various available alternative strategies and determine priority strategies based on the alternatives generated in the SOAR analysis. The sequence in formulating the QSPM matrix is as follows:

1. Creating a list of internal and external opportunities and threats.
2. Weighting each internal and external factor.

3. Matching and identifying the strategies to be implemented.
4. Calculating the Attractiveness Scores.
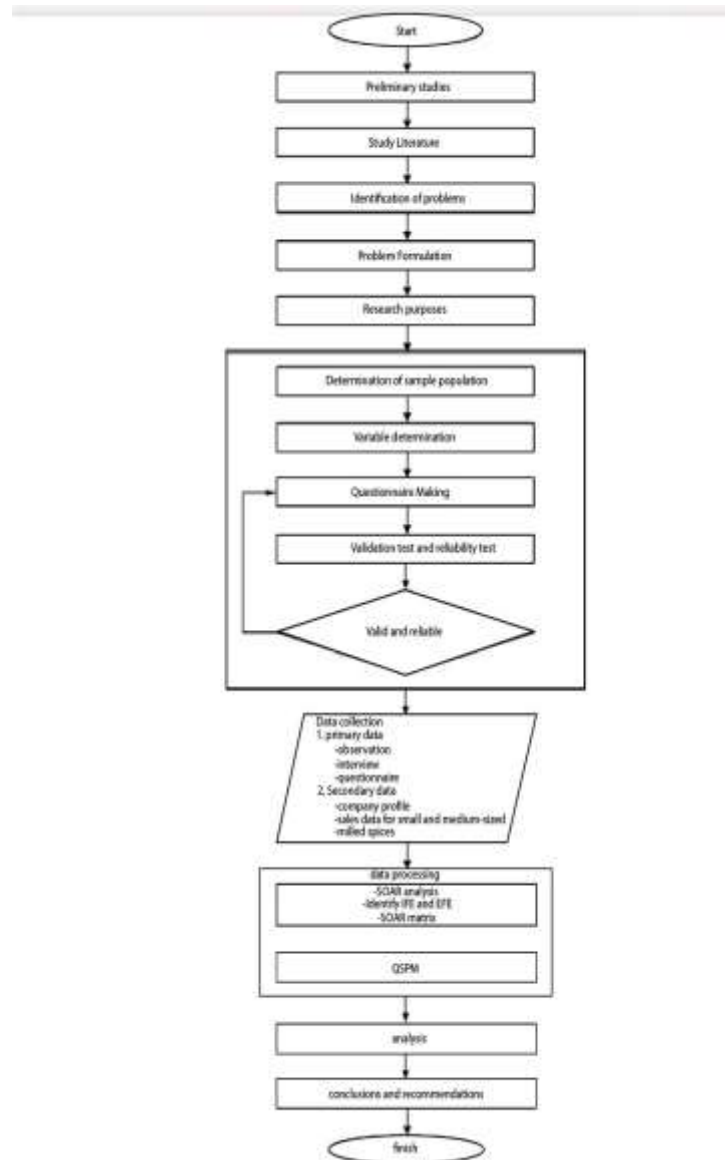5. Calculating the total Attractiveness Scores.

Figure 1 Research Flowchart

Strategy is a combination of the words "stratos" and "ego" derived from the Greek word "strategos," which means the aim or goal in achieving a result. Strategy is a step or concept in the effort to achieve goals. It requires someone's expertise in developing an organization or its environment to achieve desired outcomes. Additionally, strategy is a step or approach to align a reaction to a particular environmental condition that can be considered important. In implementing the strategy, actions need to be prioritized without neglecting specific aspects. Strategies are formulated in such a way that it is clear what the company is currently and will be doing to achieve its goals [2].

Business Strategy

Strategy is a combination of the words "stratos" and "ego" derived from the Greek word "strategos," which means the aim or goal in achieving a result. Strategy is a step or concept in the effort to achieve goals. It requires someone's expertise in developing an organization or its environment to achieve desired outcomes. Additionally, strategy is a step or approach to align a reaction to a particular environmental condition that can be considered important. In implementing the strategy, actions need to

be prioritized without neglecting specific aspects. Strategies are formulated in such a way that it is clear what the company is currently and will be doing to achieve its goals [2]. Business Development Strategy consists of two types of environmental analysis, namely [3]:

1. Internal Environmental Analysis

   Internal environmental analysis is a way to identify and analyze various factors within the company's environment, such as resources, management development, and teamwork. Internal environmental analysis approaches the functions of the business as actions aimed at analyzing internal factors of the company, including strengths and weaknesses. Internal environmental analysis is usually conducted on functions such as management, marketing, finance, production, and operations.

2. External Environmental Analysis

   External environmental analysis is a strategy to analyze various opportunities and threats from the external environment that the company will face in competing with other businesses and winning the business competition. There are five categories of external factors, including economic, socio-cultural and environmental factors, government, technology, and competitive industry. These five factors need to be continuously monitored by the company to adapt and respond to changes in the external environment.

SOAR (Strengths, Opportunities, Aspirations, and Results)

SOAR is a strategic planning framework that focuses on strengths and aims to understand the entire system by incorporating the input of trusted stakeholders. This approach enables organizations to build the future through collaboration, shared understanding, and a commitment to action [4]. The purpose of developing SOAR is to measure individuals' capacity to think strategically about four elements that function in the dynamics of future orientation in the 21st century [5]. This analysis model argues that weaknesses and threats can generate negative feelings among organizational members, thereby reducing their motivation to perform at their best.

The steps to complete the SOAR analysis are as follows [6]:

1) The SOAR analysis process begins with a collaborative discussion to analyze the business development goals of the company using the SOAR strategy analysis tool.
2) Inquiry to study and analyze the strengths within the company and identify the opportunities that can be leveraged.
3) Imagine to design the desired future based on the aspirations of all employees.
4) Innovate, where the company designs short-term goals, tactical and functional plans, integrated systems, programs, and structures in the effort to achieve the company's future goals in line with expectations using the SOAR diagram and SOAR matrix.

Table 1 Elaboration Table of the SOAR Analysis Diagram.

	Strength	**Opporturnities**
	List of internal strength factors	Daftar peluang internal
Aspiration	**SA Strategy**	**OA strategy**
List of factors hope from internal	Create a strategy use force for achieve aspirations	Create a strategy aspiration oriented expected to take advantage of opportunity
Result	**SR strategy**	**OR Strategi**
Result list Measurable For embodied	Create a strategy based on power to achieve outstanding results	oriented strategy to the opportunity to achieve the results already measure

IFE and EFE Matrix

The IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices are used to analyze internal and external factors that can influence the sustainability of a business. The IFE matrix is used to assess and weigh internal factors, which include strengths and weaknesses in a business. On the other hand, the EFE matrix is used to assess and weigh external factors, which include opportunities and threats [7]

The weighting aims to quantify the internal and external factors on a scale of 1.0 (very important) to 0.0 (not important). The accumulation of weights should not exceed the total score, which is 1.0. For rating, a scale of 4 to 1 is used. For positive factors such as strengths and opportunities, the higher the strength or opportunity, the rating of 4 is given, but if the factor is smaller, a rating of 1 is given. For

negative factors such as weaknesses and threats, the opposite applies. The larger the weakness or threat, a rating of 1 is given, but if the factor is smaller, a rating of 4 is given. The weighting is then multiplied by the rating and the total sum is calculated to obtain the weighting score for the respective company [7].

IE Matrix

The IE (Internal External) matrix is based on the results of the IFE and EFE matrices. The IE matrix is used to determine the position of a company on the IE matrix to identify the general strategies that the company should pursue. The IE matrix positions divisions within an organization in a nine-cell display. The IE matrix is based on two main dimensions, the total weight score of IFE on the X-axis and the total weight score of EFE on the Y-axis. Each division within an organization needs to create IFE and EFE matrices in relation to the organization [8].

Qualitative Strategic Planning Matrix (QSPM)

The QSPM (Quantitative Strategic Planning Matrix) is a matrix that provides objective alternative strategies to make decisions on which strategy is most appropriate to implement. The QSPM is also believed to offer alternative strategies with the highest attractiveness scores [9]. The QSPM is used to summarize and evaluate various alternatives objectively based on the previously identified internal and external factors of the organization. The QSPM is derived by multiplying the average weights of each internal and external factor of the organization with the AS (attractiveness score) value, resulting in the total attractiveness score (TAS). This matrix will generate alternative strategic actions [10].

To construct the QSPM matrix, the following steps are taken [11]:
1) Create an internal list and an external list in the QSPM column obtained from the IFE and EFE matrices.
2) Assign weights to each internal and external factor (similar to the weights in the IFE and EFE matrices).
3) Evaluate the second stage matrix (matching) and identify the alternative strategies to be implemented.
4) Determine the attractiveness score (AS) with the following values:
   a. Value 1 = not attractive
   b. Value 2 = somewhat attractive
   c. Value 3 = moderately attractive
   d. Value 4 = very attractive
5) The Total Attractiveness Score (TAS) is obtained by multiplying the weight by the Attractiveness Score (AS).

3.   RELUST AND DISCUSSION

Identification and analysis of the IFE factors are conducted on the internal factors of the company, where the internal factors include strengths and aspirations of the SME.

Table 1 Recapitulation of Internal and External Factor Scores.

No	Internal factors	Average		Score
		Ratings	Weight	
	Kekuatan			
1	Various product variants	4,67	0,101	0,473
2	Raw materials guaranteed freshness and quality	4,67	0,101	0,473
3	Affordable prices among the people	4,67	0,101	0,473
4	Strategic sales location	4,67	0,101	0,473
5	Use your own business capital	4,67	0,101	0,473
	Aspiration			
6	Products can compete and survive in the market	4,67	0,101	0,473
7	Get a discount if you buy in large quantities	4,33	0,094	0,408
8	Expand product sales through online media	4,67	0,101	0,473
9	Increase Employee Salaries	4,33	0,094	0,408
10	Products can be promoted offline or online	4,67	0,101	0,473
	Total		1,000	4,604
	Opportunity			
11	Sales increase as the holidays approach	4,233	0,103	0,437
12	Financially, the business is worth developing and maintaining	4,342	0,06	0,460

Business Development Strategy For Buk Dar Ground Spice Business Using Soar San Qspm Method.
Fadhlan Fadhlan, et.al
729

13	Raw materials are easily available and affordable	4,260	1,104	0,443
14	Fairly broad market share	4,205	1,103	0,431
15	Developments in the business world have made it possible to sell via online such as whatsapp, and others	4,356	0,106	0,463
Results				
16	Increased sales made by SMEs	3,877	0,095	0,367
17	Increased seller skills in presenting and marketing products	3,959	0,097	0,382
18	Expanding marketing reach	4,055	0,099	0,401
19	Increase employee salaries to encourage employee performance and provide work comfort for employees.	3,890	0,095	0,369
20	Able to establish good cooperation with various parties	3,822	0,093	0,356
	Total		**1,000**	**4,109**

(Source: Data Processing)

The combination of the IFE matrix and the EFE matrix will result in the IE matrix, which contains nine cells indicating the total combination of score values from the IFE matrix and the EFE matrix. The IE matrix is performed to facilitate a more detailed analysis of the position of Bumbu Giling Buk Dar SME and to determine the appropriate strategies to be implemented by Bumbu Giling Buk Dar SME. Based on Table 4.14, the total score value from the IFE matrix is 4.604, while the total score value from the EFE matrix is 4.106. These results indicate that Bumbu Giling Buk Dar SME is positioned in Quadrant I, known as intensive strategy and integration strategy. These strategies require the company to undertake intensive efforts and enable the company to gain control over distributors, suppliers, or competitors.
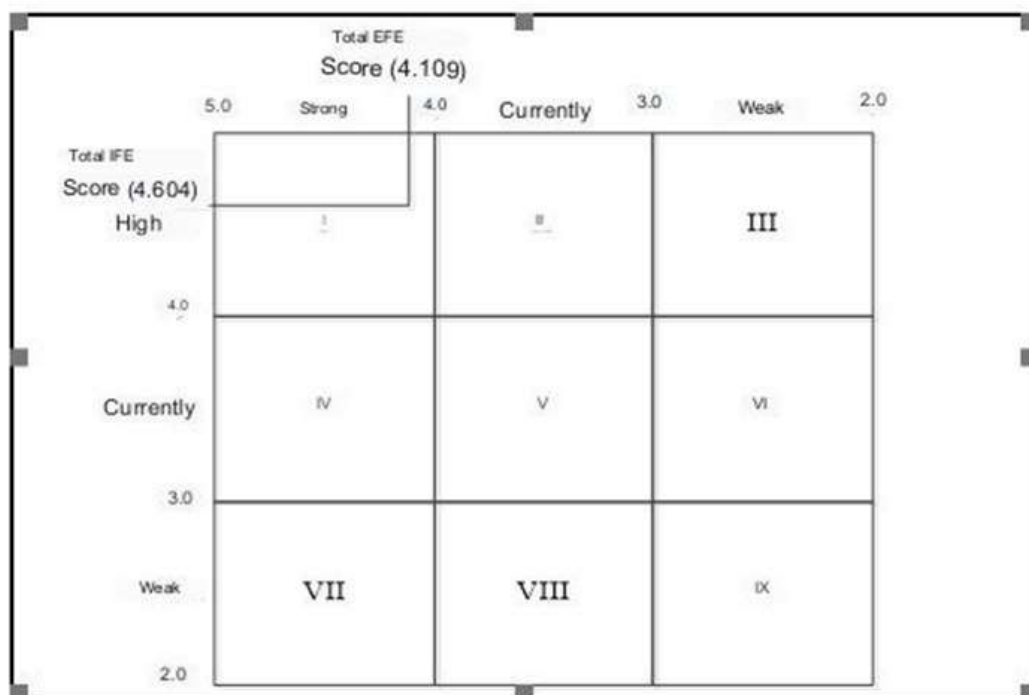
Based on Figure 4.6, it can be observed that the result of the IE matrix for Bumbu Giling Buk Dar SME falls within Quadrant I, with a total score of 4.604 for the IFE matrix and 4.109 for the EFE matrix. In this position, intensive and integration strategies can be utilized.

Analysis of the SOAR Matrix

Based on the analysis of internal and external factors, several alternative strategies can be identified using the SOAR matrix, namely SA strategy, OA strategy, SR strategy, and OR strategy. The analysis of the SOAR matrix for Bumbu Giling Buk Dar SME can be seen in the following table:

Table 2. Recapitulation of Next Period Flour Demand Forecast

Factor Internals / Factor external	Strength / Strength (S)	Opportunities (O)
	1. Various product variants 2. Raw materials are guaranteed freshness and quality 3. Prices are affordable among the people 4. Strategic sales location. 5. Using their own business capital	1. Sales increase as major holidays approach 2. Financially, the business is feasible to be developed and maintained 3. Raw materials are easy to obtain and affordable 4. Market share is quite broad 5. The development of the business world that allows sales via online such as WhatsApp, and others
Aspirasi / *Aspirations* (A) 1. Products can compete and survive in the market 2. Get a discount if you buy in large quantities 3. Expand product sales through online media 4. Increasing Employee Salaries 5. Products can be promoted offline and online	SA Strategy 1. Maintaining the quality of raw materials so that products can compete in the market. 2. Utilizing strategic sales locations and expanding them through online media.	OA Strategy 1. Take advantage of the moments of holidays by giving discounts due to purchases in large quantities 2. Take advantage of developments in the business world so as to expand online sales
Hasil / *Result* (R) 1. Increased sales made by SMEs 2. Increasing sales skills in presenting and marketing products 3. Expanding marketing reach 4. Increasing employee salaries to encourage employee performance and provide work comfort for employees. 5. Can establish good cooperation with various parties	SR Strategy 1. Increasing sales while maintaining the quality of raw materials and utilizing strategic locations. 2. Utilizing a wide variety of products to improve the seller's ability to present and market the product	OR Strategy 1. Utilizing a broad market share to expand marketing reach to new areas. 2. Increase employee salaries to encourage employee performance, especially on holidays due to increased sales

(Source: Data Processing)

The development of the SOAR matrix strategy (Strength, Opportunity, Aspiration, Result) in Table 2 yields alternative strategies, including:
Maintaining the quality of raw materials to ensure product competitiveness in the market.
   1) Utilizing strategic sales locations and expanding them through online media.

2) Utilizing special occasions by offering discounts for bulk purchases.
3) Capitalizing on the business world's advancements to expand online sales.
4) Increasing sales while maintaining the quality of raw materials and leveraging strategic locations.
5) Utilizing a diverse range of products to enhance sellers' ability to present and market products.
6) Expanding marketing reach to new regions by leveraging a wide market share.
7) Increasing employee salaries to motivate performance, especially during peak sales periods.

Quantitative Strategic Planning Matrix (QSPM) Analysis

In the final stage of this research, the researcher employed the Quantitative Strategic Planning Matrix (QSPM) analysis to select the appropriate alternative strategies for Bumbu Giling Buk Dar SME. The QSPM method involved distributing questionnaires containing the 8 strategies obtained from Table 4.15, which highlights the relationship in the IE matrix. The QSPM questionnaire was distributed to internal stakeholders, consisting of 3 individuals. After completing the questionnaire, the ratings provided by the respondents for each strategy were summed to obtain an Attractiveness Score (AS). Subsequently, the Total Attractiveness Score (TAS) was calculated.

Table 3. Recapitulation of TAS Values for Internal Factors Strategies

Strategy faktor	weight	Strategy 1		Strategy 2		Strategy 3		Strategy 4		Strategy 5		Strategy 6		Strategy 7		Strategy 8	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
1	0.101	3.667	0.372	3.667	0.372	3.667	0.372	3.667	0.372	4.000	0.406	3.667	0.372	3.667	0.372	4.000	0.406
2	0.101	3.000	0.304	4.333	0.440	3.667	0.372	4.000	0.406	3.667	0.372	4.000	0.406	3.333	0.338	3.333	0.338
3	0.101	3.667	0.372	4.333	0.440	3.667	0.372	4.333	0.440	4.000	0.406	4.667	0.473	3.667	0.372	4.000	0.406
4	0.101	3.667	0.372	5.000	0.507	4.333	0.440	4.000	0.406	5.000	0.507	4.667	0.473	4.667	0.473	3.000	0.304
5	0.101	3.667	0.372	4.000	0.406	3.333	0.338	4.000	0.406	3.333	0.338	4.000	0.406	3.667	0.372	4.000	0.406
6	0.101	3.333	0.338	3.333	0.338	3.667	0.372	4.667	0.473	3.667	0.372	4.000	0.406	3.667	0.372	4.000	0.406
7	0.094	3.667	0.345	3.667	0.345	3.333	0.314	3.667	0.345	4.000	0.377	3.333	0.314	3.333	0.314	4.000	0.377
8	0.101	4.000	0.406	4.667	0.473	4.000	0.406	4.333	0.440	5.000	0.507	4.333	0.440	4.667	0.473	4.333	0.440
9	0.094	4.000	0.377	4.667	0.440	4.333	0.408	4.667	0.440	4.333	0.408	4.333	0.408	4.333	0.408	4.000	0.377
10	0.101	4.333	0.440	4.667	0.473	4.667	0.473	3.667	0.372	4.667	0.473	4.000	0.406	4.000	0.406	4.000	0.406

(Source: Data Processing)

Tabel 4. Rekapitulasi Nilai TAS Strategi Faktor Eksternal

Strategy faktor	weight	Strategy 1		Strategy 2		Strategy 3		Strategy 4		Strategy 5		Strategy 6		Strategy 7		Strategy 8	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
1	0.103	3.667	0.379	4.333	0.447	4.000	0.413	3.333	0.344	4.000	0.413	3.667	0.379	4.333	0.447	3.667	0.379
2	0.106	3.667	0.388	4.000	0.424	3.333	0.353	3.000	0.318	4.000	0.424	3.667	0.388	3.667	0.388	4.000	0.424
3	0.104	3.333	0.346	4.333	0.450	4.000	0.416	3.667	0.381	4.333	0.450	4.000	0.416	4.000	0.416	3.667	0.381
4	0.103	4.000	0.410	4.000	0.410	4.000	0.410	3.667	0.376	4.000	0.410	3.333	0.342	4.000	0.410	4.000	0.410
5	0.106	3.667	0.390	4.667	0.496	4.000	0.425	3.667	0.390	4.000	0.425	4.000	0.425	3.667	0.390	4.000	0.425
6	0.095	4.000	0.378	4.000	0.378	4.000	0.378	4.000	0.378	4.000	0.378	4.000	0.378	4.000	0.378	4.667	0.441
7	0.097	4.000	0.386	4.000	0.386	4.000	0.386	4.333	0.418	4.000	0.386	4.333	0.418	4.333	0.418	5.000	0.483
8	0.099	4.333	0.429	4.333	0.429	4.333	0.429	4.667	0.462	4.333	0.429	4.333	0.429	3.667	0.363	3.667	0.363
9	0.095	4.000	0.380	4.667	0.443	4.000	0.380	4.667	0.443	4.333	0.411	4.000	0.380	4.667	0.443	4.000	0.380
10	0.093	4.000	0.373	4.667	0.435	5.000	0.466	5.000	0.466	4.333	0.404	4.333	0.404	4.000	0.373	4.000	0.373
Total		75.667	7.557	85.333	8.533	79.333	7.923	81.000	8.075	83.000	8.297	80.667	8.062	79.333	7.927	79.333	7.922

(Source: Data Processing)

The results of the strategy selection obtained along with their rankings can be seen in table 5

Table 5. Ranking of Buk Dar Milled Seasoning SME Marketing Alternative Alternatives

No	Alternative Strategy	TAS	Rank
1	Maintaining the quality of raw materials so that products can compete in the market	7,557	8
2	Utilizing strategic sales locations and expanding through online media	8,533	1
3	Take advantage of the moments of holidays by giving discounts due to purchases in large quantities	7,923	6
4	Take advantage of developments in the business world so that you can expand online sales	8,075	3
5	Increasing sales while maintaining the quality of raw materials and utilizing strategic locations	8,297	2
6	Utilizing a wide variety of products to improve the seller's ability to present and market the product	8,062	4

| 7 | Utilizing a broad market share to expand marketing reach to new territories | 7,927 | 5 |
| 8 | Increase employee salaries to encourage employee performance, especially on holidays due to increased sales | 7,922 | 7 |

(Source: Data Processing)

Based on Table 5, the calculation of TAS values, the main priority alternative strategy for the company is to utilize strategic sales locations and expand through online media with a TAS value of 8.533.

4. CONLUSION

Based on the research findings, the following conclusions can be drawn: Several factors influencing the marketing of Bumbu Giling Buk Dar SME through the SOAR matrix analysis are as follows: Based on internal factors (IFE), the strengths of Bumbu Giling Buk Dar SME have the same rating, weight, and score of 4.67, 0.101, and 0.473, respectively. Meanwhile, the primary aspirations of Bumbu Giling Buk Dar SME have a score of 0.473, indicated by statements 1, 3, and 5. Based on external factors (EFE), the main opportunities for Bumbu Giling Buk Dar SME lie in the business development that allows online sales channels such as WhatsApp, among others. Meanwhile, the main outcomes for Bumbu Giling Buk Dar SME focus on expanding marketing reach. Based on the IFE matrix score of 4.604 and the EFE matrix score of 4.109, the IE matrix falls in Quadrant I, representing intensive and integration strategies. Based on the analysis of internal and external factors, several alternative strategies are derived from the SOAR matrix, including SA, OA, SR, and OR strategies. The marketing strategy to be implemented, according to the QSPM method calculation, is the SA strategy (leveraging strategic sales locations and expanding through online media) with a Total Attractiveness Score (TAS) of 8.533.

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