



## Development of Marketing Strategy for Delta Fishing

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### ABSTRACT

The research objective is to identify and analyze the internal and external factors at Delta Fishing Angling Tourism in order to develop marketing strategies. The research methods used are SWOT Analysis and Quantitative Strategic Planning Matrix (QSPM). Based on the SWOT analysis, IFAS and EFAS matrices were formed, scoring 3,14 and 3,05, indicating that the restaurant is in quadrant 1 on the IE matrix. The SWOT matrix generated nine alternative strategies, which will be calculated using the QSPM matrix to make appropriate marketing strategy formulation decisions. Thus, the prioritization of strategies based on the analysis is to increase promotion through social media and encourage visitor involvement in creating testimonials, with a total STAS of 0,56.

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## **INTRODUCTION**

Tourism encompasses a wide range of activities involving tourists, travel destinations, the travel industry, and more. It is also a key sector for foreign exchange in Indonesia, as the country offers diverse tourism experiences, including natural, social, and cultural attractions, stretching from Sabang to Merauke. The various tourism potentials make Indonesia one of the preferred tourist destinations (Sutono et. al, 2018).

The presence of tourists in rural areas, forests, or remote regions has been going on for a long time. One area that can be a tourist destination in Indonesia is Sidoarjo, East Java. Sidoarjo Regency has several potential areas that can be developed into more prospective tourist destinations. First, as an investment area in Indonesia, Sidoarjo ranks 6<sup>th</sup> out of one hundred investment destination areas, following DKI Jakarta, Surabaya, Bogor, Medan, and Kediri City. Second, if related to the economic growth of Sidoarjo Regency in the last five years, it has an average positive growth of 5,17%. The third potential is the realization of an increase in the number of tourist visits in Sidoarjo. Fourth, Sidoarjo has a Regional Long-Term Development Plan (RPJPD) in the development of conservation-based tourism potential in coastal areas. Fifth, Sidoarjo has tourism potential that is spread across 12 out of 18 sub-districts. This makes the tourism potential in this area almost evenly distributed throughout the region. The tourism potential in Sidoarjo is divided into 8 clusters. These eight clusters are industrial tourism, sports tourism, shopping tourism, religious tourism, culinary tourism, geotourism, marine tourism, and cultural marine tourism (Abadi et al., 2013).

The various tourist attractions reflect the lives of the residents in the Sidoarjo area. The livelihoods of the residents, such as agriculture, fishing, animal husbandry, or culture, can be developed into a type of tourism. One type of tourism that is inherent in the life of the Sidoarjo area is marine tourism. Marine tourism is a type of tourism based on and utilizing fisheries, oceans, coastal areas, and the life of fishermen (Nugroho & Purnawan, 2015). Examples of marine tourism include beach tourism, water recreation, diving, snorkeling, swimming, canoeing or boating, and fishing.

Marine tourism in Sidoarjo is widely spread in the eastern region. One of the iconic marine tourism spots in eastern Sidoarjo is Delta Fishing Tourism. This Delta Fishing Tourism is located precisely in Prasung Village, Buduran District, Sidoarjo Regency, East Java Province. This place has become the number one tourist destination in Sidoarjo for fishing ponds and recreation. This tourism place was established in 2009, initially offering only fishing activities, but has now developed into a popular tourist destination that attracts many visitors. This is due to the addition of other facilities such as a culinary area with fish as the main menu, outbound facilities, swimming pools, and others. Visitors to Delta Fishing come from various segments, including families, educational institutions, and the general public.

For an organization, formulating a strategy is important to determine the most feasible alternative actions for the organization to achieve its vision, mission, and objectives. Additionally, strategy formulation is also useful for

developing existing organizational strategies. The foundation for developing and assessing feasible alternative strategies is established by the company's current goals, vision, and mission, as well as evaluations of both external and internal environments. This method is the most effective way to prevent organizational crises (David & David, 2017).

Research on strategy formulation in both developed and developing nations indicates that crafting strategies enhances profits and boosts organizational performance (Acquaah et al., 2008; Campbell-Hunt, 2000; Kim et al., 2004; Li et al., 2009). Despite the substantial empirical evidence underscoring the significance of strategy formulation in organizations, strategists frequently overlook considering all potential alternatives that could be advantageous for the organization, as there are often numerous ways to implement these strategies. Consequently, it is essential to create, evaluate, prioritize, and select a set of the most promising alternative strategies (David & David, 2017).

The Quantitative Strategic Planning Matrix (QSPM) serves as an excellent tool for ranking essential internal, external, and competitive data required to develop a successful strategic plan (Gupta et al., 2015). Many previous studies agree that QSPM is the right tool in the decision-making stage to determine priority strategies or the best strategies, including the following findings: QSPM analysis determines the best strategy that fits the decision-making steps and, in fact, prioritizes the chosen strategies (Taslimi et al., 2014); The QSPM analysis is conducted to identify the necessary management strategies (Ghorbani et al., 2015); QSPM analysis is applied to prioritize various factors that influence strategic planning (Abya et al., 2015); The goal of QSPM analysis is to determine the best strategies to implement (Purwoko et al., 2016); The QSPM matrix can determine the strategies to be used in the decision-making phase (Ahmadian & Tabibian, 2016); When we have two or more strategies and must decide which is the best, QSPM analysis is the most appropriate tool for decision making. Nevertheless, QSPM analysis increases the likelihood that the final strategic decision will be the best for the company (Gupta et al., 2015).

Considering the importance of formulating alternative strategies within an organization, as well as QSPM as one of the tools that can determine the priorities of these alternative strategies, the researcher intends to formulate alternative strategies for Delta Fishing using QSPM to answer the question of which priority strategy Delta Fishing needs to implement to achieve its goals.

## **LITERATURE REVIEW**

### ***Marketing Strategy***

A marketing strategy represents the approach a business unit employs to generate value and secure profits through its interactions with consumers (Kotler & Armstrong, 2010). It encompasses the company's comprehensive plan to identify its target market and fulfill consumer needs by integrating various elements of the marketing mix, such as product, distribution, promotion, and pricing (Boone & Kurtz, 2008). Essentially, a marketing strategy embodies the marketing philosophy that guides the achievement of marketing goals, detailing strategies related to target market, positioning, marketing mix, and marketing

budget (Kotler, 2005). In general terms, a marketing strategy serves four primary functions (Fawzi et al., 2022), including:

1. **Boosting Motivation to Visualize Future Prospects** Marketing strategies are designed to inspire company leaders to perceive and anticipate the future differently. This approach is crucial for ensuring the company's long-term viability. While it is vital for businesses to align with market trends, there are times when they must innovate by introducing something novel.
2. **Enhancing Marketing Coordination** Each business develops its own marketing plan. This plan is designed to guide the company in forming a more efficient and focused coordination team.
3. **Setting Company Goals** Entrepreneurs undoubtedly aim to have a clear understanding of their company's objectives. A marketing strategy can aid entrepreneurs in outlining the goals they wish to achieve, whether in the short term or over the long haul.
4. **By implementing a marketing strategy, the company can establish performance benchmarks for its team members.** This approach facilitates the supervision of their activities, ensuring that quality and performance are effectively maintained.

### ***Strategic Planning***

Strategic planning involves choosing organizational objectives, devising strategies, policies, and essential strategic programs to reach those objectives, and setting up the methods required to ensure the implementation of these strategies and policies. More briefly, strategic planning is a long-term planning process that is developed and used to determine and achieve organizational goals. From the description above, it can be said that strategic planning is viewed as planning designed for a long period, has a broad scope, and is comprehensive (Handoko, 2009). Strategic planning involves choosing organizational objectives and formulating the strategies, policies, and strategic programs needed to achieve them. It is the process of deciding which programs the organization will carry out and estimating the resources that will be allocated to each long-term program in the upcoming years. The outcome of this strategic planning process is a document known as a strategic plan, which outlines the programs for the future years (Badrudin, 2013).

Involving numerous managers and employees who were previously engaged in crafting the organization's vision and mission statements, as well as conducting both external and internal audits, is essential for identifying and assessing alternative strategies. This process should include representatives from every department and division, similar to past strategy formulation efforts. The suggested strategies need to be documented in writing. Once all viable strategies have been presented and comprehended by the participants, they should be individually ranked based on each participant's interest, using a scale where 1 means it should not be implemented, 2 indicates it might be implemented, 3 suggests it should be implemented, and 4 signifies it must be implemented. Strategies receiving the highest scores are deemed the most favorable

alternatives, resulting in a prioritized list of the top strategies (David & David, 2017).

The technique for formulating strategies can be incorporated into three phases of decision-making, as illustrated in Figure 1. The tools outlined in this framework are applicable to organizations of any size and type for the purpose of identifying, assessing, and choosing strategies. The initial phase, known as the input stage, involves the External Factor Evaluation (EFE) Matrix and the Internal Factor Evaluation (IFE). The second phase, referred to as the matching stage, includes the Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix, the Internal-External (IE) Matrix, and the Grand Strategy Matrix. The final phase, the decision stage, employs a single method, the Quantitative Strategic Planning Matrix (QSPM) (David & David, 2017).

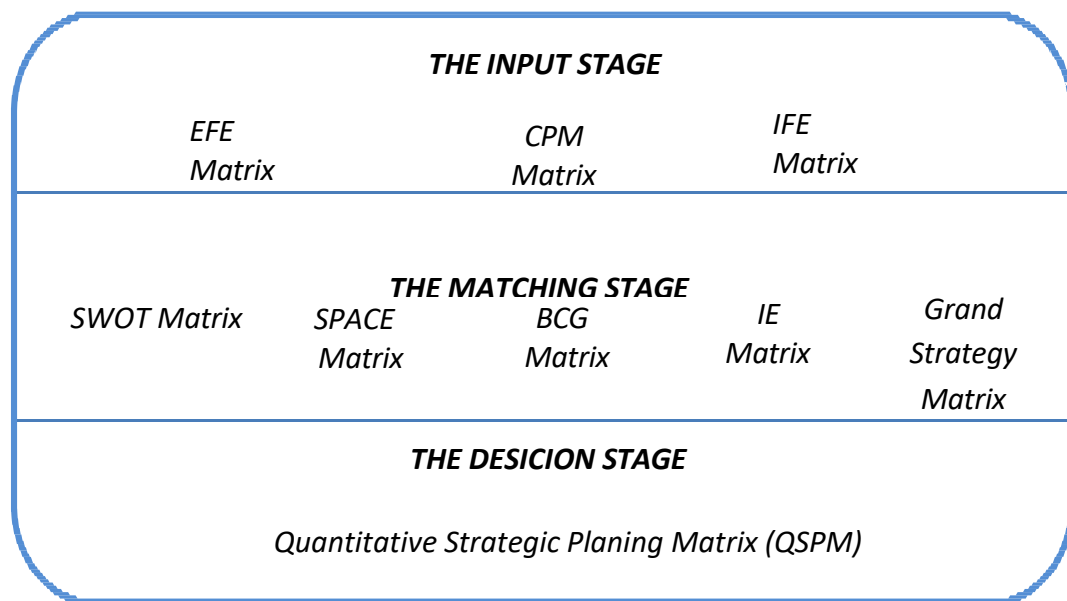


Figure 1. Framework for Strategy Formulation Analysis (David & David, 2017)

Objectively, the Quantitative Strategic Planning Matrix (QSPM) is a tool for evaluating strategies. Conceptually, the QSPM analysis determines the attractiveness of various strategies based on important internal and external factors for success (David & David, 2017). The goal of the QSPM analysis is to determine the best strategy in a company as a recommendation in the organizational development stage (Sarma, 2014) and to determine the actions that need to be taken based on priorities in facing competition (Walukow & Pangemanan, 2015). The QSPM analysis can also show the relative value of various strategies based on how well key success factors are leveraged and improved (Candra & Linda, 2014).

QSPM analysis offers the advantage of allowing strategies to be examined either in sequence or all at once. This method encourages strategists to incorporate pertinent external and internal factors into their decision-making. By developing QSPM analysis, the chances of overlooking important factors or

overemphasizing them are minimized (David & David, 2017). As a technique, QSPM analysts require good intuitive judgment (Supratikta & Rusilowati, 2016).

The elements that make up QSPM include alternative strategies, key factors, weights, attractiveness score (AS), total attractiveness score (TAS), and the overall sum of attractiveness scores. The breakdown of AS; TAS; and the total sum of attractiveness scores is described in six steps necessary for developing QSPM (David & David, 2017), namely:

1. In the left column of the QSPM, compile a list of different external opportunities and threats, as well as internal strengths and weaknesses.
2. Assign weights to each external and internal factor,
3. Review the matching results (second stage) and identify various alternative strategies that need to be considered by the company,
4. Calculate the attractiveness score (AS), which is a numerical measure that reflects how appealing each strategy is when considering a specific external or internal factor.
5. Compute the cumulative attractiveness score, and
6. determine the complete overall attractiveness score.

Internal and external factors are important factors that are considered to influence the QSPM design. Each factor is allocated into a score, which indicates the ability to deal with external and internal factors through effective strategies (Majlessi et al., 2015). In this examination, options are identified by assessing the degree of interest in both the organization's internal and external environments; thus, alternatives can be developed based on this interest (Viryawan et al., 2016).

It is crucial for every business to remain vigilant about shifts in its surroundings, as each change can present a potential market opportunity for industries aiming to grow. Companies need to foresee these changes and work towards achieving their objectives in both the medium and long term. Tools like SWOT analysis and QSPM suggest that neglecting opportunities and threats can lead a company into a precarious situation. Therefore, to prevent a critical situation, opportunities and key strategies must be considered. By making the right decisions at critical times, opportunities and strengths can be collaborated by companies to improve themselves towards success (Shojaie et al., 2014).

## **METHODOLOGY**

This research is conducted at Delta Fishing, located in Prasung Village, Buduran District, Sidoarjo Regency. The research employs a descriptive method combined with a case study approach. The data for this study is drawn from both primary and secondary sources. Primary data is collected directly from the field, while secondary data is gathered from a variety of sources, such as books, scientific journals, and online resources.

In collecting the necessary research data, the researcher used several data collection techniques, including: field research through interviews, this data collection technique involves asking oral questions to business owners, employees, customers, experts, and literature study, which means researching by studying various reference books, journals, reports, and other sources. This study employs purposive sampling, a method chosen for specific reasons and

objectives. The researcher conducted interviews with individuals deemed to have the most insight into Delta Fishing's business environment. The research method used is the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis method & Quantitative Strategic Planning Matrix (QSPM).

## RESEARCH RESULT AND DISCUSSION

Table 1. Matriks IFE Delta Fishing

<b>Strength</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
Affordable ticket prices	0,07	3	0,21
Strategic location and easy access.	0,07	3	0,21
A beautiful, comfortable, and safe environment	0,06	3	0,18
Affordable food and drink prices	0,10	4	0,4
Spacious and free parking	0,06	2	0,12
Complete facilities	0,08	3	0,24
Collaboration with Food Bloggers and Influencers	0,06	3	0,18
<b>Total Strength Score</b>	<b>0,5</b>		<b>1,54</b>

<b>Weakness</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
The cleanliness of the environment is poorly maintained, for example: the water is green.	0,1	3	0,30
Promotion on social media is very lacking, the account is not very active.	0,09	3	0,27
The space is limited, visitors crowd during the weekend.	0,09	3	0,27
Collaboration is still with local Food Bloggers and Influencers.	0,07	4	0,28
Limited choice of tourist attractions	0,09	4	0,36
The absence of a customer loyalty program	0,06	2	0,12
<b>Total Weakness Score</b>	<b>0,5</b>		<b>1,60</b>
<b>Total Score</b>	<b>1</b>		<b>3,14</b>

*Source: Processed Data*

Table 1 indicates that the IFE Matrix Delta Fishing has a total score of 3,14 highlighting the internal strengths that impact the company.

Table 2. Matriks EFE Delta Fishing

<b>Opportunity</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
The population of Sidoarjo is 2 million, which requires family tourism and culinary tourism.	0,1	2	0,2
The development of food delivery services in Sidoarjo	0,12	3	0,36
The development of information technology for promotion	0,13	4	0,52

The number of fishing enthusiasts communities in Sidoarjo	0,15	3	0,45
<b>Total Score Opportunity</b>	<b>0,5</b>		<b>1,53</b>

Threat	Weight	Rating	Score
The trend of fishing tourism in Sidoarjo	0,15	4	0,6
It is a low barrier industry that can be entered by small-scale to large-scale entrepreneurs.	0,12	3	0,36
The obligation of halal certification, in accordance with Law Number 33 of 2014 concerning Halal Product Assurance.	0,13	2	0,26
Changes in lifestyle and consumer preferences	0,1	3	0,3
<b>Total Threat Score</b>	<b>0,5</b>		<b>1,52</b>
<b>Total Score</b>	<b>1</b>		<b>3,05</b>

Source: Processed Data

Based on Table 1, the total EFE matrix score of 3,05 indicates that Delta Fishing can respond to opportunities and threats above average.

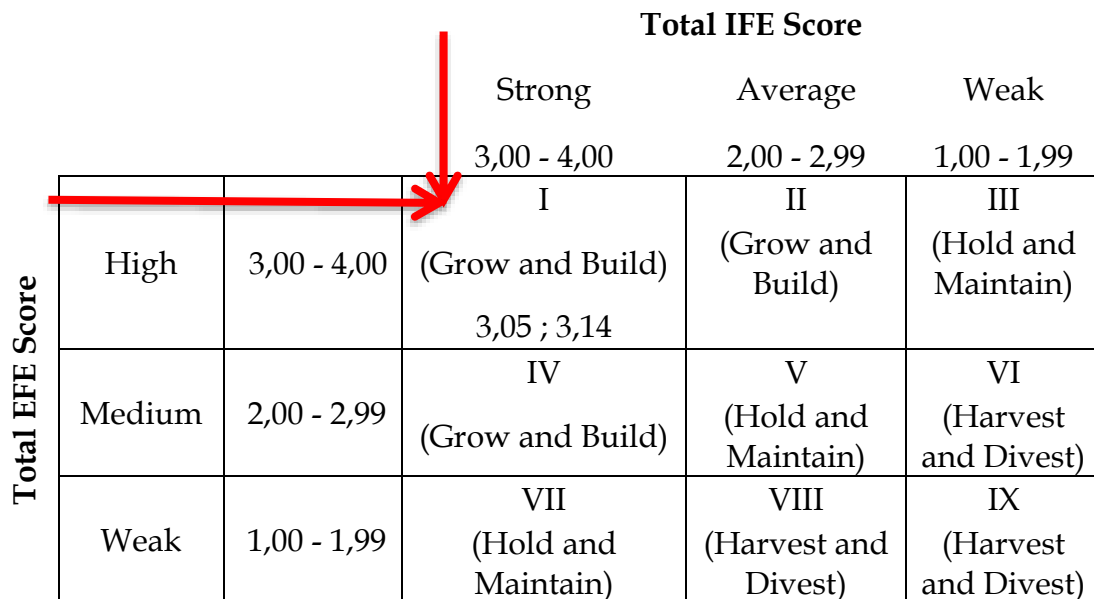


Figure 2. The Grand Strategy Matriks Delta Fishing

Source: Processed Data

Based on Figure 2, it can be seen that the IE matrix for Delta Fishing on the vertical axis shows a total score from the IFE matrix of 3,14 and the horizontal axis shows a total score from the EFE matrix of 3,05. Both scores are then mapped into The Grand Strategy matrix, placing Delta Fishing in position I with coordinates (3,05 ; 3,14). This cell position indicates the growth and development of Delta Fishing.

Table 3. Matriks SWOT

<b>IFE</b>  <b>EFE</b>	<b>Strengths</b>	<b>Weaknesses</b>
	ffordable ticket prices	The cleanliness of the environment is poorly maintained, for example: the water is green.
	Strategic location and easy access	Promotion on social media is very limited, the account is not very active.
	A beautiful, comfortable, and safe environment.	The space is limited, and visitors are crowded during the weekend. Collaboration is still with local Food Bloggers and Influencers.
	Affordable food and drinks	Collaboration is still with local Food Bloggers and Influencers.
	Spacious and free parking	Limited choices of tourist attractions
	Complete facilities	The absence of a customer loyalty program.
	Collaboration with Food Bloggers and Influencers	
<b>Opportunities</b>	<b>SO Strategy</b>	<b>WO Strategy</b>
The population of Sidoarjo is 2 million, requiring family tourism and culinary tourism.	Enhancing promotions through social media and encouraging visitor engagement to create testimonials.	Creating a customer loyalty program, such as: membership cards/club
The development of food delivery services in Sidoarjo	Increasing collaboration with food bloggers and influencers	Expanding reach by becoming a food delivery partner
The development of information technology for promotion		Improving environmental cleanliness
The number of fishing enthusiast communities in Sidoarjo.		
<b>Threats</b>	<b>ST Strategy</b>	<b>WT Strategy</b>
The trend of fishing tourism in Sidoarjo	Improving the quality and variety of products at affordable prices	Adding new tourist attractions to continually attract visitors.
It is a low barrier industry that can be entered by small-scale to large-scale entrepreneurs.	Improving the quality of service, especially the speed and responsiveness of the waitstaff.	Managing halal certification to increase customer trust
The obligation for halal certification, according to Law Number 33 of 2014 concerning Halal Product Assurance.		
Changes in lifestyle and consumer preferences		

Source: Processed Data

Table 3 shows the results of the TOWS matrix which generates nine alternative strategies for Delta Fishing. There are two alternative SO strategies, three alternative WO strategies, two alternative ST strategies, and two alternative WT strategies.

Table 4. Quantitative Strategic Planning Matrix (QSPM)

Factors	Weight	AS	TAS	Rangking
Enhancing promotion through social media and encouraging visitor engagement to create testimonials.	0,14	4	0,56	I
Enhancing collaboration with food bloggers and influencers	0,13	4	0,52	II
Improve the quality and variety of products at affordable prices	0,14	3	0,42	III
Adding new tourist attractions to continuously attract visitors	0,12	3	0,36	IV
Creating a customer loyalty program, such as: membership cards/clubs	0,12	3	0,35	V
Improving environmental cleanliness	0,11	3	0,32	VII
Improving the quality of service, especially the speed and responsiveness of the waitstaff.	0,09	3	0,27	VII

Expanding reach by becoming a food delivery partner	0,09	2	0,17	VIII
Managing halal certification to enhance customer trust	0,08	2	0,16	IX
<b>TOTAL</b>	<b>1,01</b>		<b>3,12</b>	

*Source: Processed Data*

The QSPM matrix has proven to have many positive benefits, including the ability to evaluate the feasibility of proposed solutions against social, economic, organizational management, and environmental conditions relevant to the research, as well as helping strategists integrate related external and internal factors into the decision-making process (David & David, 2017). Organizations must consistently monitor environmental changes, as each shift can present a potential opportunity for growth. It is essential for organizations to foresee these changes and work towards achieving their objectives in both the medium and long term. Tools like SWOT/TOWS analysis and QSPM highlight that neglecting opportunities and threats can lead to a precarious situation for the organization. To prevent a critical situation, key opportunities and strategies must be considered. By making the right decisions, opportunities and strengths can be collaborated to improve the organization towards success (Shojaie et al., 2014). As a result, creating the QSPM matrix during strategy formulation can help reduce the chances of overlooking important factors or assigning them incorrect weights (Ahmadian & Tabibian, 2016).

In addition to helping strategists integrate relevant external and internal factors into the decision-making process, QSPM analysis is capable of defining the strategies to be implemented (Putrikusuma et al., 2016). QSPM analysis also shows that organizations need greater control, and they need to implement consolidation strategies; the purpose of this strategy is relatively more defensive, especially for profit-oriented organizations, which is to avoid a decline in sales and profits (Yuniastuti et al., 2014).

In this research, nine alternative strategies identified from the qualitative SWOT matrix were subsequently evaluated using the QSPM matrix to identify which strategy should be prioritized for Delta Fishing. The QSPM analysis reveals that the Total Attractive Score (TAS) is 3,12.

Based on the TAS values for each approach, the sequence of alternative strategies that Delta Fishing can implement is as follows:

1. In the first order, the strategy that Delta Fishing needs to implement is to increase promotions through social media and encourage visitor engagement to create testimonials. This strategy is derived from the combination of strengths and opportunities in Delta Fishing's qualitative SWOT matrix.
2. In the second order, the strategy that Delta Fishing needs to implement is to enhance collaboration with food bloggers and influencers. This strategy is derived from the combination of strengths and opportunities in Delta Fishing's qualitative SWOT matrix.
3. In the third order, the strategy that Delta Fishing needs to implement is to improve the quality and variety of products at affordable prices. This

approach is formulated by integrating the strengths and threats identified in Delta Fishing's qualitative SWOT analysis.

4. In the fourth order, the strategy that Delta Fishing needs to implement is to add new tourism attractions to continuously attract visitor interest. This approach is derived from merging the weaknesses and threats identified in Delta Fishing's qualitative SWOT matrix.
5. In the fifth order, the strategy that Delta Fishing needs to implement is to create a customer loyalty program, such as a membership/club card. Delta Fishing's qualitative SWOT matrix reveals a strategy derived from merging its weaknesses with available opportunities.
6. In the sixth order, the strategy that Delta Fishing needs to implement is to improve environmental cleanliness. This approach is derived from merging the weaknesses and opportunities found in Delta Fishing's qualitative SWOT matrix.
7. In the seventh position, the strategy that Delta Fishing needs to implement is to Improve service quality, especially the speed and responsiveness of waitstaff. Delta Fishing's qualitative SWOT matrix has led to a strategy that combines its strengths with the threats it faces.
8. In the eighth position, the strategy that Delta Fishing needs to implement is to Expand reach by becoming a food delivery partner. This approach is formulated by merging the weaknesses and opportunities identified in Delta Fishing's qualitative SWOT analysis.
9. In the ninth position, the strategy that Delta Fishing needs to implement is to Obtain halal certification to increase customer trust. This approach is formulated by integrating the weaknesses and threats identified in Delta Fishing's qualitative SWOT analysis.

From that sequence, the results of the analysis of strategy formulation using the QSPM matrix indicate that the priority strategy decision that needs to be implemented immediately is to enhance promotions through social media and encourage visitor engagement to create testimonials (0,56).

## CONCLUSIONS AND RECOMMENDATIONS

Following the completion of several stages in strategy formulation, it was discovered that:

1. The EFE matrix analysis yielded a total score of 3,05 suggesting that Delta Fishing is capable of addressing opportunities and threats at an above-average level. Meanwhile, based on the IFE matrix analysis, a total score of 3,14 was obtained, identifying the presence of internal strengths that influence the company;
2. Based on the IE matrix analysis, EFE 3,05 and IFE 3,14 fall into cell I (growth and development). This suggests that Delta Fishing's primary approach to bolstering its business strength or competitive edge is through its growth and development initiatives.
3. The results of the Quantitative Strategic Planning Matrix (QSPM) analysis show that the Total Attractive Score (TAS) is 3,12. This analysis provides a ranking of alternative strategies that Delta Fishing needs to undertake.

However, among the nine ranked strategies produced, there is one alternative strategy that takes priority and needs to be implemented immediately with the highest TAS value, namely the strategy to enhance promotions through social media and encourage visitor engagement to create testimonials (0,56).

## **ADVANCED RESEARCH**

Based on the comprehensive strategic analyses conducted, Delta Fishing demonstrates a robust positioning both internally and externally, as reflected by its EFE (3.05) and IFE (3.14) matrix scores, positioning the company in Cell I of the IE matrix, which advocates a strategic orientation focused on growth and development. This strategic stance underscores the company's readiness to capitalize on external opportunities and leverage internal strengths to drive sustainable expansion. The findings from the Quantitative Strategic Planning Matrix (QSPM), with a Total Attractive Score (TAS) of 3.12, further validate the prioritization of growth-centric strategies. Among the nine strategic alternatives evaluated, the strategy to enhance promotions via social media and foster visitor engagement for testimonial creation stands out with the highest TAS value of 0.56. This indicates a clear directive for Delta Fishing to immediately implement this high-impact strategy, as it not only aligns with the company's strategic positioning but also serves as a catalyst for increasing brand visibility, customer trust, and market penetration in the digital age.

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