



Organizational Strategy Analysis to Increase Competitiveness Using SWOT and QSPM Methods at U.D. Garuda Jaya

Submitted Date:
27 Maret 2023

Accepted Date:
10 April 2023

Published Date:
29 June 2023

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Suggested Citation:

Laksmi, P.A., Zunaidi, A.R.. 2023. Organizational Strategy Analysis to Increase Competitiveness Using SWOT and QSPM Methods at U.D. Garuda Jaya. *Jurnal Bisnis dan Manajemen*. Vol. 10 Iss 1 pp. 71-78.

Abstract:

U.D. Garuda Jaya is a furniture industry located in Bajera Village, Tabanan Regency, Bali Province. In running its business, U.D. Garuda Jaya found problems such as product sales that did not increase and decreased competitiveness. The methods used are the Porter matrix, SWOT, and QSPM. Data in the study were obtained from interviews based on the 7P marketing mix. The results of the first order of alternative strategic priorities are to develop a good organizational structure so that each process in the company can run according to its respective tasks to maximize its productivity and make U.D. Garuda Jaya is the only furniture SME in Bajera Village with a TAS value of 5.082. The second alternative strategy is to increase employee creativity in designing U.D. Garuda Jaya's distinctive products in order to improve product quality and competitiveness with new competitors have emerged with a TAS value of 4.836. The third strategy is to recruit employees who are competent in their fields and provide training to employees by utilizing technological advances to be able to produce distinctive product designs from U.D. Garuda Jaya with a TAS value of 4.819.

Keywords: Furniture; Marketing Strategy; Porter Matrix; QSPM; SWOT

JEL Classification: L20

Research Background

A furniture is a home appliance that includes chairs, tables, and cabinets. Furniture is an industry that can develop well in Indonesia because furniture is a product that has high added value and is globally competitive (Permata Sari, Safitri, & Fitriyanti, 2021). The Indonesian Furniture and Handicraft Industry Association (HIMKI) recorded US\$624 million in furniture imports in 2020, up from the 2019 period of US\$594 million (Fitriyanti, 2021). The Indonesian Furniture and Handicraft Industry Association (HIMKI) notes that furniture industry exports will increase by 30.89% in 2021 (Badan Pusat Statistika, 2010).

Bali Province is one of the provinces in Indonesia that prioritizes industrial growth. The furniture industry is important for economic growth, especially in providing jobs for people in Bali. The development of the furniture industry in Bali Province is very necessary because the furniture industry is needed in the tourism sector, such as furnishings in hotels, resorts, restaurants, and others. In addition to the tourism sector, the people of Bali Province also need a furniture industry to complete their household furniture. In 2018 the number of furniture industries in Bali Province was 531 units (Sukayanthi & Yuliami, 2021). One of the regencies in Bali Province, namely Tabanan Regency, is ranked 7th, with as many as 25 furniture industry units. Even though Tabanan Regency is synonymous with its agricultural business fields, the furniture industry can still contribute to business actors to develop and increase competitiveness. U.D. Garuda Jaya is a furniture industry MSME located in Bajera Village, Selemadeg District, Tabanan Regency, Bali Province. U.D. Garuda Jaya has been established for 25 years, and the MSME accepts orders such as frames, door leaves, windows, Balinese buildings, and furniture. The problem that U.D. Garuda Jaya has is that U.D. Garuda Jaya does not have an alternative strategy suitable for product marketing. U.D. Garuda Jaya is the only MSME in the furniture industry in Bajera Village, so U.D. Garuda Jaya does not think

of a strategy to market products to customers to increase sales and competitiveness. In addition, U.D. Garuda Jaya only relies on offline promotional facilities so that product sales are the same every year, and it is difficult to add new customers meanwhile, the location of the U.D. Garuda Jaya is also not strategic, namely under a bridge which causes U.D. Garuda Jaya has difficulty promoting its products to new customers. These problems have caused U.D. Garuda Jaya's competitiveness declined, so many customers chose other furniture MSMEs with maximum promotion. Therefore, U.D. Garuda Jaya needs to develop an alternative promotion or marketing strategy. Marketing strategies are needed for MSMEs to carry out promotional activities to be more optimal, increase sales and increase the competitiveness of MSMEs. In determining and developing a strategy, it is necessary to evaluate and examine the factors of strengths, weaknesses, opportunities, and threats to achieve sales targets and customer satisfaction with MSME products. U.D. Garuda Jaya's alternative strategy was prepared using Porter's Five Forces Analysis, SWOT, and QSPM methods. In previous studies, each internal and external factor was weighed in determining the company's priority strategy (Fauzan, 2022) (Prayudi & Yulistria, 2020).

Research Method

The methods used to process data consist of qualitative and quantitative methods. The qualitative method is used to compile a study by writing a data presentation in a description using interview techniques to obtain the data to be taken, informants used by one business owner, four employees, and six customers. After all the data is collected, then carry out data processing to obtain research results that are useful for researchers and those studied. The SWOT and QSPM methods carry out data processing. However, before using the SWOT and QSPM methods, researchers must know the location of the company's strengths among its competitors by using Porter's Five Forces Analysis.

Result

The results of interviews with informants are processed into the IFE and EFE matrices to be given weights, ratings, and weight scores. From the calculation results on the IFE and EFE matrices, you can see the main strengths, weaknesses, opportunities, and threats contained in the company.

Table 1. IFE Matrix

Internal Factors	Weight	Rating	Weight Score
	A	B	A*B
Strength			
Have regular customers	0.152	4	0,606
Customers can use their own raw materials	0.030	4	0.121
A good relationship with customers	0.061	4	0.242
Price according to the quality offered	0.061	3	0.182
It has a complete engine	0.045	3	0.136
Be punctual in completing customer products	0.045	4	0.182
Total	0.394		1.470
Weakness			
Don't have a distinctive product design yet	0.121	2	0.242
Not providing training to employees	0.061	1	0.061
Recruitment of employees who are not very competent in their field	0.061	1	0.061
Lack of a good organizational structure	0.121	1	0.121
No online promotion only doing with word of mouth	0.106	1	0.106
Don't have a dedicated room to receive customers yet	0.136	2	0.273
Total	0.606		0.864
Total IFE	1.000		2.333

Source: Data processed (2023)

Table 1 is a table regarding the results of calculating the value of the IFE matrix, and it can be seen that the main strength of U.D. Garuda Jaya is to have regular customers with a weighted score of 0.606. Meanwhile, the main weakness of U.D. Garuda Jaya is that it does not yet have a particular room to receive customers, with a weighted score of 0.273. Because the total IFE value is less than the total weighted value of an average of 2.5, it means the weak position of U.D. Garuda Jaya deals with existing weaknesses with its strengths (Prayogee, 2016).

Table 2. EFE Matrix

External Factors	Weight A	Rating B	Weight Score A*B
Opportunity			
Huge market potential	0.178	3	0.533
Waste utilization	0.044	2	0.089
Become the only furniture MSME in Bajera Village	0.133	4	0.533
Good collaboration between companies and communities	0.111	3	0.333
Increasingly sophisticated technological advances	0.044	1	0.044
Total	0.511		1.533
Threat			
Quality competition	0.089	3	0.267
The emergence of new competitors	0.067	2	0.133
Marketing competition	0.067	1	0.067
The price of wood is subject to change	0.089	3	0.267
The location of MSMEs that are not strategic	0.178	2	0.356
Total	0.489		1.089
Total EFE	1.000		2.622

Source: Data processed (2023)

In Table 2, the EFE matrix value is obtained, so the main opportunity at U.D. Garuda Jaya has very large market potential and is becoming the only furniture MSME in Bajera Village, with a weighted score of 0.533. The main threat to U.D. Garuda Jaya is the location of MSMEs that are not strategic, with a weighted score of 0.356. the total value for the EFE matrix at U.D. Garuda Jaya is 2,622, which means that MSME players are relatively strong in taking advantage of opportunities to overcome external threats.

The IFE Total Weighted Scores

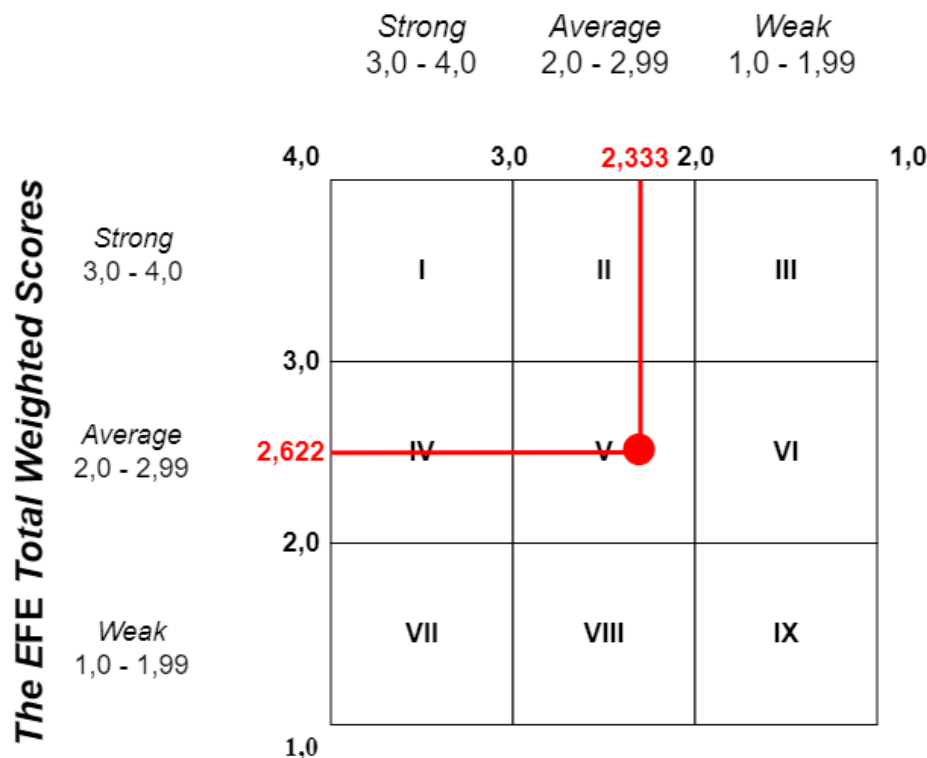


Figure 1. IE Matrix

Figure 1 can be seen that the position of U.D. Garuda Jaya is in cell V, with 2.333 from the IFE matrix and 2.622 from the EFE matrix. So, from the I.E. matrix, it indicates that U.D. Garuda Jaya is in the Hold and Maintenance phase.

		Strength				Weakness																
	S1	Have regular customers (P)					W1 Doesn't have a distinctive product design (P) yet															
	S2	Customers can use their own raw materials (P, K1, K3)					W2 Not providing training to employees (K1, K2, K3, K4)															
	S3	Good relationship with customers (C1, C2, C3, C4, C5, C6)					W3 Recruitment of employees who are not very competent in their field (P)															
	S4	Price according to the quality offered (K4, C1, C2, C5, C6)					W4 Does not have a good organizational structure (P)															
	S5	Have a complete engine (P, K1, K2, K3, K4)					W5 No online promotion only does with word of mouth (P, C1, C2, C3, C4, C5, C6)															
	S6	Timely in completing customer products (C1, C2, C3, C4, C5, C6)					W6 Do not yet have a special room to receive customers (P, K1, K2, K3, K4, C1, C2, C3, C4, C5, C6)															
Code	Opportunity				Code	SO Strategy				Code	WO Strategy											
O1	Still large market potential (C1, C2, C4, C5, C6)				SO1	Make sales online using technological advances as a forum to introduce products to new customers (S1, O5)				WO1	Recruiting employees who are competent in their fields and providing training to employees by utilizing technological advances to be able to produce distinctive product designs from UD Garuda Jaya (W1, W2, W3, O5)											
O2	Waste utilization (P)				SO2	Always provide the best service to customers, such as providing customers using their own raw materials for the manufacture of ordered products in order to maintain a good relationship with customers and making UD Garuda Jaya always the only furniture MSME in Bajera Village (S1, S2, S3, O3)				WO2	Develop a good organizational structure so that every process in the company can run according to their respective tasks, the company can maximize its productivity and make UD Garuda Jaya the only furniture MSME in Bajera Village (W4, O3)											
O3	Become the only furniture MSME in Bajera Village (C1, C2, C3, C4, C5, C6)				SO3	Maintain product quality and always be on time in completing customer orders in order to expand the marketing of products from UD Garuda Jaya and be able to have a good relationship with customers (S3, S4, O1)				WO3	Start promoting by utilizing technological advances such as joining e-commerce so that the market reach of UD Garuda Jaya is greater (W5, O1, O5)											
O4	Collaboration between good companies and communities (P, K1, K2, K3, K4)																					
O5	Increasingly sophisticated technological advances (C1, C2, C3, C4, C5, C6)																					
Code	Threat				Code	ST Strategy				Code	WT Strategy											
T1	Quality competition (C4)				ST1	Always follow the product completion schedule that has been discussed with customers and double-check the product so that no product has poor quality (S5, T1)				WT1	Looking for a trusted wood distributor with stable base material prices and good quality in order to maintain customer loyalty (W1, W2, T1, T2)											
T2	The emergence of new competitors (C4)				ST2	Looking for a trusted wood distributor with stable base material prices and good quality in order to maintain customer loyalty (S1, T4)				WT2	Providing facilities to customers in the form of a special room to receive customers so that customers are more comfortable in ordering products even though the location of UD Garuda Jaya is not strategic (W6, T5)											
T3	Marketing competition (C1, C2, C3, C4, C5, C6)				ST3	Giving rights to customers regarding the use of their own raw materials and completing products according to a predetermined schedule using a complete machine to be able to increase UD Garuda Jaya's competitiveness with new emerging competitors (S2, S5, S6, T2)																
T4	The price of wood is subject to change (P)																					
T5	Location of MSMs that are not strategic (P)																					

Figure 2. SWOT Matrix

Source: Data processed (2023)

Information:

P: business owner, K: employees, C: customer.

It can be seen in Figure 2 of the company's internal and external factors obtained to determine the marketing strategy for U.D. Garuda Jaya and the alternative strategies obtained as many as 11 strategies.

Key Factors	Weight	Alternative Strategies																					
		STG 1		STG 2		STG 3		STG 4		STG 5		STG 6		STG 7		STG 8		STG 9		STG 10		STG 11	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
Strength																							
S1	0.152	2	0.303	4	0.606	4	0.606	4	0.606	4	0.606	4	0.606	3	0.455	3	0.455	2	0.303	3	0.455	3	0.455
S2	0.030	1	0.030	4	0.121	2	0.061	1	0.030	1	0.030	4	0.121	1	0.030	1	0.030	1	0.030	1	0.030	1	0.030
S3	0.061	3	0.182	4	0.242	4	0.242	4	0.242	4	0.242	4	0.242	3	0.182	3	0.182	2	0.121	3	0.182	4	0.242
S4	0.061	1	0.061	1	0.061	1	0.061	1	0.061	4	0.242	3	0.182	3	0.182	1	0.061	1	0.061	4	0.242	1	0.061
S5	0.045	1	0.045	1	0.045	3	0.136	2	0.091	1	0.045	4	0.182	2	0.091	2	0.091	1	0.045	3	0.136	1	0.045
S6	0.045	1	0.045	3	0.136	4	0.182	4	0.182	3	0.136	4	0.182	3	0.136	3	0.136	1	0.045	3	0.136	1	0.045
Weakness																							
W1	0.121	1	0.121	1	0.121	1	0.121	1	0.121	1	0.121	1	0.121	4	0.485	3	0.364	1	0.121	4	0.485	1	0.121
W2	0.061	1	0.061	2	0.121	2	0.121	2	0.121	1	0.061	1	0.061	4	0.242	4	0.242	1	0.061	4	0.242	1	0.061
W3	0.061	1	0.061	1	0.061	1	0.061	2	0.121	1	0.061	1	0.061	4	0.242	4	0.242	1	0.061	4	0.242	1	0.061
W4	0.121	2	0.242	1	0.121	1	0.121	1	0.121	2	0.242	1	0.121	2	0.242	4	0.485	3	0.364	2	0.242	3	0.364
W5	0.106	4	0.424	1	0.106	1	0.106	1	0.106	1	0.106	1	0.106	1	0.106	3	0.318	4	0.424	1	0.106	1	0.106
W6	0.136	1	0.136	2	0.273	1	0.136	1	0.136	1	0.136	1	0.136	1	0.136	3	0.409	1	0.136	1	0.136	4	0.545
Opportunity																							
O1	0.178	4	0.711	2	0.356	3	0.533	3	0.533	3	0.533	3	0.533	3	0.533	1	0.178	4	0.711	3	0.533	2	0.356
O2	0.044	1	0.044	1	0.044	1	0.044	1	0.044	1	0.044	1	0.044	1	0.044	2	0.089	1	0.044	1	0.044	1	0.044
O3	0.133	3	0.400	4	0.533	4	0.533	3	0.400	3	0.400	3	0.400	3	0.400	4	0.533	2	0.267	3	0.400	2	0.267
O4	0.111	1	0.111	1	0.111	1	0.111	1	0.111	1	0.111	1	0.111	1	0.111	1	0.111	1	0.111	1	0.111	1	0.111
O5	0.044	4	0.178	1	0.044	1	0.044	1	0.044	1	0.044	1	0.044	4	0.178	3	0.133	4	0.178	2	0.089	2	0.089
Threat																							
T1	0.089	1	0.089	3	0.267	4	0.356	4	0.356	4	0.356	3	0.267	4	0.356	3	0.267	2	0.178	4	0.356	1	0.089
T2	0.067	4	0.267	4	0.267	4	0.267	4	0.267	4	0.267	4	0.267	4	0.267	3	0.200	4	0.267	4	0.267	3	0.200
T3	0.067	4	0.267	3	0.200	4	0.267	1	0.067	2	0.133	2	0.133	2	0.133	3	0.200	4	0.267	2	0.133	2	0.133
T4	0.089	1	0.089	1	0.089	1	0.089	1	0.089	4	0.356	1	0.089	1	0.089	2	0.178	1	0.089	1	0.089	1	0.089
T5	0.178	1	0.178	1	0.178	1	0.178	1	0.178	1	0.178	1	0.178	1	0.178	1	0.178	1	0.178	1	0.178	4	0.711
TOTAL TAS		4.045		4.104		4.377		4.028		4.453		4.188		4.819		5.082		4.062		4.836		4.225	

Figure 3. QSPM

Source: Data processed (2023).

Information:

STG: Strategy, S: Strength, W: Weakness, O: Opportunity, T: Threat

In Figure 3, the alternative strategies obtained are processed to get alternative priority strategies that can be applied by U.D. Garuda Jaya.

Discussion

Based on the SWOT analysis matrix in Figure 2, it can be seen that UD Garuda Jaya can use 11 alternative strategies to increase competitiveness and explanations, here is an explanation of alternative strategies:

- a. Strength-Opportunity (SO) Strategy
 1. Make online sales using social media as a forum to introduce products to new customers. Social media is one of the most important platforms for marketing products or services from companies. The introduction of products and services through social media has a great impact on U.D. Garuda Jaya because technological developments can open up opportunities in the progress and competitiveness of the company (Foris & Mustamu, 2015). The development of technology can open up opportunities for business progress, and the use of technology, such as social media, has been carried out by almost all business people (Foris & Mustamu, 2015).
 2. They maintain customer loyalty by always providing the best service to customers, such as providing customers using their raw materials for the manufacture of ordered products in order to maintain a good relationship with customers and making U.D. Garuda Jaya is always the only furniture MSME in Bajera Village. Customer loyalty is one of the strengths of increasing sales, and companies can use customer loyalty to take advantage of existing opportunities (Foris & Mustamu, 2015).
 3. By maintaining product quality and always being on time to complete customer orders to expand the marketing of products from U.D. Garuda Jaya and be able to have a good relationship with customers. Product quality improvement is very important for a company because product quality is one of the satisfaction services provided to customers (Nugroho, 2016). High-quality products can satisfy customers and increase the company's sales and competitiveness (Nugroho, 2016).
- b. Strength-Threat (ST) Strategy
 1. The strategy used so that the company's relationship with customers is always good is to always follow the product completion schedule discussed with customers and check twice on the product so that no product has poor quality. The strategy used to maintain the company's relationship with customers is to take advantage of the services of business owners to always arrange production schedules and product delivery to customers must always be on time, checking products must also be thorough so that customers feel satisfied with the products that have been ordered (Ningsih & Hamamah, 2014).
 2. Looking for a trusted wood distributor with stable base material prices and good quality to maintain customer loyalty is important in maintaining the product's price and retaining regular customers. A good relationship with suppliers can provide benefits to companies to stabilize prices, get supplier priority and get good quality raw materials (Ningsih & Hamamah, 2014). This can provide satisfaction to customers.
 3. They are giving customers rights regarding using their raw materials and completing products according to a predetermined schedule using a complete machine to increase the competitiveness of U.D. Garuda Jaya with new emerging competitors. Service in the form of providing customers using their own raw materials is a strength that MSMEs in the furniture industry rarely possess. Providing facilities to customers will positively impact the relationship between MSMEs and customers (Setyorini, Effendi & Santoso, 2016).
- c. Weakness-Opportunity (WO) Strategy

In improving the quality and innovation of products, the company should recruit competent employees and provide training to employees by utilizing technological advances to produce distinctive product designs from U.D. Garuda Jaya. To increase sales of furniture products, companies need to conduct.

 1. design training for employees so that the designs and products produced become unique and creative (Setyorini, Effendi & Santoso, 2016).
 2. The purpose of preparing an excellent organizational structure in the company is so that every process in the company can run according to their respective duties so that the company can maximize its

productivity and make U.D. Garuda Jaya the only furniture MSME in Bajera Village. Management with a clear organizational flow and an understandable job desk description make the company organized, and if there are problems, they can be solved in an organized manner (Setyorini, Effendi & Santoso, 2016).

3. Start promoting by utilizing technological advances such as joining e-commerce so that the market reach of the U.D. Garuda Jaya is greater. Almost most small and large companies do marketing through e-commerce because the use of technology such as e-commerce has been chiefly used to shop for various needs. The development of technology can open up opportunities for business progress, and the use of technology has been carried out by almost all business people (Mardias, 2020).
- d. Weakness-Threats (WT) Strategy
 1. Increase employee creativity in designing U.D. Garuda Jaya's signature products in order to improve product quality and competitiveness with emerging new competitors. Providing training to employees is one way to form creativity in order to create products that have quality, are unique, and are distinctive for a company. In developing a business, entrepreneurs must provide capital to employees in the form of training so that the quality of products provided to customers can increase (Jahja, 2017).
 2. Providing facilities to customers in the form of a special room to receive customers is one of the service strategies so that customers are more comfortable in ordering products. Although the location of U.D. Garuda Jaya is not strategic. Providing good service to customers when buying and shipping products can make customers trust the company (Ningsih & Hamamah, 2014).

The three strategies with the largest TAS value will be alternative strategies that can be implemented first at U.D. Garuda Jaya. The TAS value of the three alternative strategies is derived from the result of the multiplication between the weights for each factor of strengths, weaknesses, opportunities, and threats of the company and the U.S. value. The U.S. value in QSPM is derived from discussions with business owners about any alternative strategies that have been proposed and whether they can influence internal and external factors of the company. From Figure 3, the first priority strategy is strategy 8, which is to compile a good organizational structure so that every process in the company can run according to their respective tasks so that the company can maximize its productivity and make U.D. Garuda Jaya the only furniture MSME in Bajera Village. The second alternative strategy is strategy 10, which is to increase employee creativity in designing U.D. Garuda Jaya's signature products in order to improve product quality and competitiveness with emerging new competitors. And the third strategy is strategy 7, which is to recruit employees who are competent in their fields and provide training to employees by utilizing technological advances to be able to produce distinctive product designs from U.D. Garuda Jaya.

To increase productivity, the company must form a good organizational structure and explain a clear job desk so that the problems in the company can be resolved properly. Organizational structure is a description of the responsibility of an organization in carrying out activities (Nurlia, 2019). The purpose of forming an organizational structure in the company is as a tool to anticipate and accommodate changes that occur in the company due to daily assignments. The formation of a good organizational structure can also provide quality services to customers (Nurlia, 2019). A company that has a good organization will recruit employees in accordance with the skills needed by the company because competent and qualified employees will determine the back and forth of the company. Recruitment is a way to get prospective employees who meet certain conditions so that companies can choose the most appropriate prospective employees to do work in the company (Eryana, 2020). Human Resources (H.R.) should not be ignored in the company because in maintaining the quality and quantity of products produced by the company, it is very dependent on the human resources that have been recruited by the company (Eryana, 2020). Therefore, companies must have employees who are right for their needs so that the product production process can be in accordance with the wishes of the company and customers. In increasing customer purchasing power, employees must also conduct training in accordance with their respective fields in order to improve the performance of the company and also create products that have good quality values according to price. Human resource development aims to improve the quality of professionalism and skills in carrying out assigned tasks (Eryana, 2020). Conducting employee development or training can provide the value of creativity to employees because creativity has a good and significant influence on employee performance (Indrajita, 2021). Employees who have creativity will provide new ideas, such as producing products that have unique and distinctive values. When a company has a unique and distinctive product, sales in a company can increase. When the company has products that have good quality, uniqueness, and peculiarities, then the company becomes a priority for suppliers and has high competitiveness by implementing this strategy, U.D. Garuda Jaya can develop properly.

Conclusion

The conclusion resulting from this study is that the IFEmatrix obtained 12 internal factors in the form of 6 strength factors and six weakness factors. From the results of the calculation of the IFE matrix value, it can be seen that the main strength of U.D. Garuda Jaya is to have regular customers with a weighted score of 0.606. The main weakness of U.D. Garuda Jaya is that it does not yet have a special room to receive customers, with a weighted score of 0.273. The total weight obtained from IFE at U.D. Garuda Jaya is 2,333, which means that U.D. Garuda Jaya is still weak internally because the total score is below the average value of 2.5. In the EFE matrix, ten external factors are obtained, namely five opportunity factors and five company threat factors. From the results of the EFE matrix calculation, the main opportunity at U.D. Garuda Jaya is a very large market potential and becoming the only furniture MSME in Bajera Village with a weighted score of 0.533. The main threat to U.D. Garuda Jaya is the location of MSMEs that are not strategic, with a weighted score of 0.356. The total weight obtained from the EFE calculation at U.D. Garuda Jaya is 2,622, which means that MSME actors can accept well opportunities and threats from outside. Based on QSPM calculations, there are three strategies that are prioritized, namely compiling a good organizational structure so that every process in the company can run according to their respective tasks so that the company can maximize its productivity and make U.D. Garuda Jaya is the only furniture MSME in Bajera Village with a TAS value of 5,082. Increase employee creativity in designing U.D. Garuda Jaya's signature products in order to improve product quality and competitiveness with emerging new competitors with a TAS value of 4,836. Recruiting employees who are competent in their fields and providing training to employees by utilizing technological advances to be able to produce distinctive product designs from U.D. Garuda Jaya with a TAS value of 4,819.

The suggestion for the next research is that companies can pay attention to determining costs if they want to implement the alternative strategies that have been chosen, for the next research can use a complete framework formulation strategy in data processing, such as stage 1: External Factor Evaluation (EFE) Matrix, Internal Factor Evaluation (IFE) Matrix and Competitive Profile Matrix (CPM). Stage 2: Strengths-Weakness-Opportunity-Threats (SWOT) Matrix, Strategic Position and Action Evaluation (SPACE) Matrix, Boston Consulting Group (BCG) Matrix, Internal-External (I.E.) Matrix, Grand Strategy Matrix. Stage 3: Quantitative Strategic Planning Matrix (QSPM). Further research can also measure the achievement of the strategy if the strategy has been implemented by U.D. Garuda Jaya.

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