



Marketing Strategy for Lely Gorden Interior MSME Using SOAR Analysis and Quantitative Strategic Planning Matrix (QSPM)

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ABSTRACT

Competition among interior-related MSMEs requires marketing strategies that connect internal capability with market opportunity. Previous studies have discussed MSME marketing strategies using SWOT, SOAR, and QSPM, but limited attention has been given to interior curtain MSMEs that rely on customization, product quality, installation service, and customer trust. This study aims to formulate and determine the priority marketing strategy for Lely Gorden Interior MSME by integrating SOAR analysis and the Quantitative Strategic Planning Matrix (QSPM). This research used a descriptive case study approach. Primary data were obtained through owner interviews and field observation, while secondary data were collected from business documents and relevant literature. The data were analyzed using SOAR, EFE, IFE, IE, and QSPM matrices. The EFE and IFE scores were 3.60 and 3.40, placing the MSME in Quadrant I of the IE matrix. This position indicates a growth-oriented strategy. The SOAR matrix produced four alternative strategies. QSPM results show that building a premium brand image through customized product quality and personalized service across online and offline channels obtained the highest Total Attractiveness Score of 3.70. The study contributes to MSME strategy literature by showing how SOAR and QSPM can convert qualitative business potential into measurable marketing priorities in an interior MSME context.

1. INTRODUCTION

The development of interior-related MSMEs has become more competitive because consumers no longer evaluate interior products only through function. They also consider aesthetic value, material durability, design suitability, installation service, and the credibility of the seller. Digital media strengthens this condition because consumers can compare models, prices, reviews, and service experiences before making purchasing decisions [1], [2], [3]. This situation creates pressure for MSMEs to build marketing strategies that are not limited to selling products, but also strengthen value, service, and brand positioning.

Studies on MSME competitiveness generally emphasize innovation, human resource development, digital promotion, and market expansion [1], [3]. Several studies have used SWOT, SOAR, and QSPM to formulate strategic priorities for MSMEs and business organizations [4], [5], [6], [7], [8]. In the interior and furniture sector, previous studies have also discussed marketing strategies through environmental analysis and market development [9], [10]. These studies provide important references, but most of them do not specifically examine curtain-based interior MSMEs, where purchasing decisions depend heavily on customization, measurement accuracy, material quality, installation service, and personal consultation.

interaction before purchase, including consultation on room size, design preference, material selection, and budget adjustment. As a result, marketing strategy in this sector must connect product differentiation with service experience. Previous studies have also used SOAR and QSPM separately or in different MSME contexts, but the application of an integrated SOAR-QSPM model to determine measurable marketing priorities in an interior curtain MSME remains limited. This study addresses that gap by applying SOAR to formulate strategy alternatives and QSPM to rank those alternatives transparently.

Lely Gorden Interior MSME provides a relevant case because the business operates in the curtain and interior product sector. The MSME emphasizes material quality, customizable designs, and responsive customer service [11]. These characteristics support differentiation, especially when consumers seek interior products that match specific room conditions. At the same time, the growing interest in interior design, social media-based promotion, and public awareness of local products provide opportunities for market expansion [9], [10].

SOAR analysis offers a suitable framework because it focuses on strengths, opportunities, aspirations, and expected results. This approach directs strategy formulation toward positive potential that can be developed [12], [13], [14]. However, SOAR does not automatically show which strategy deserves priority. QSPM complements SOAR by comparing each alternative strategy based on the weighted attractiveness of strategic factors [15], [16], [17]. The integration of both methods helps reduce purely intuitive decision-making and makes strategy selection more explicit.

This study aims to formulate and determine the priority marketing strategy for Lely Gorden Interior MSME by integrating SOAR analysis and QSPM. The article is organized into four sections. The first section presents the background, research gap, and objective. The second section explains the research method. The third section presents the results and discussion. The fourth section provides the conclusion, managerial implications, limitations, and suggestions for future research.

2. RESEARCH METHOD

2.1 Research design, location, and data sources

This study used a descriptive case study design with a mixed strategic analysis approach. The descriptive case study design was chosen because the research focused on one business unit and aimed to explain its strategic condition in depth [18], [19]. The quantitative element appeared in the weighting, rating, and attractiveness scoring used in the EFE, IFE, IE, and QSPM matrices [20], [21].

The research object was Lely Gorden Interior MSME, which operates in the curtain and interior product sector in Sidoarjo, East Java. The study focused on the marketing strategy of the business. Data collection was conducted through owner interviews, direct observation of business activities, and review of available business information related to products, services, promotion channels, and customer interaction. The owner was selected as the key informant because the owner understands operational activities, customer needs, product characteristics, pricing decisions, and marketing practices. This selection follows the logic of purposive sampling because the informant directly controls and understands the strategic decisions of the MSME [21].

The study used primary and secondary data. Primary data came from interviews and field observation. Secondary data came from previous studies, business documents, and published references related to MSME competitiveness, interior marketing strategy, SOAR analysis, and QSPM [19].

2.2 Data collection and validation

The interview explored product strengths, customer service practices, target customers, promotional activities, market opportunities, business aspirations, and expected results. Observation was used to cross-check the interview data, especially information related to product variety, design customization, service process, and promotional media. The collected information was then organized into SOAR components [12].

Data validity was strengthened through source confirmation and cross-checking. First, the researcher discussed the identified factors with the owner to confirm whether each factor represented the actual business condition. Second, interview findings were compared with observation results and business information. Third, the final strategic factors and alternative strategies were reviewed again with the owner before the QSPM assessment was completed. This procedure reduced interpretation bias and improved the consistency between empirical data and strategic analysis.

2.3 SOAR analysis procedure

SOAR analysis was conducted in four stages. The first stage identified strengths by examining the internal advantages of Lely Gorden Interior MSME, including product quality, design customization, and service responsiveness. The second stage identified opportunities by examining external market conditions, including interest in interior design, social media potential, and awareness of local products. The third stage identified aspirations by exploring the business direction expected by the owner, such as becoming a premium curtain brand and expanding market reach. The fourth stage identified expected results, including customer reviews and brand recognition [12].

After the SOAR components were identified, the factors were arranged into a SOAR matrix. The matrix connected strengths with opportunities, strengths with aspirations, results with opportunities, and results with aspirations. This

process produced alternative marketing strategies that reflected the relationship between actual business capability and future development direction.

2.4 EFE, IFE, IE, and QSPM procedures

The EFE and IFE matrices were used to assign weights and ratings to the strategic factors. In this study, the matrices were adapted to the positive orientation of SOAR. The EFE matrix summarized strengths and opportunities that influence the ability of the business to respond to market conditions. The IFE matrix summarized aspirations and expected results that influence the internal direction of strategy implementation. Each factor received a weight based on its relative importance. The total weight in each matrix was 1.00. Ratings were assigned using a 1 to 4 scale, where a higher rating indicates a stronger strategic response or stronger relevance to business development [22].

The IE matrix was then used to determine the strategic position of the MSME by combining the total EFE and IFE scores. A high EFE score and a high IFE score place the business in Quadrant I, which indicates a growth-oriented strategic position [22].

QSPM was used to compare the alternative strategies generated from SOAR. The QSPM procedure consisted of four steps. First, the strategic factors were listed. Second, the weights were normalized so that the total QSPM weight equaled 1.00. The normalized weights were obtained from the EFE and IFE weights. Third, the owner and researcher assigned an Attractiveness Score (AS) to each strategy based on its relevance to each factor. Fourth, the Total Attractiveness Score (TAS) was calculated by multiplying weight and AS. The strategy with the highest total TAS became the main priority.

Table 1. Attractiveness Score Scale in QSPM

Score	Meaning in QSPM assessment
1	Not attractive or weakly related to the strategic factor
2	Somewhat attractive or moderately related to the strategic factor
3	Attractive and relevant to the strategic factor
4	Highly attractive and strongly related to the strategic factor

The TAS calculation used the following formula:

$$TAS = Weight \times AS$$

Total TAS = sum of TAS for all strategic factors



Figure 1. Research Framework Integrating SOAR Analysis and QSPM

3. RESULT AND DISCUSSION

3.1 Vision, Mission, and MSME Objectives

Lely Gorden Interior MSME establishes its business direction through a vision, mission, and operational objectives. The vision emphasizes becoming a recognized curtain brand in the interior sector by offering high-quality products, innovative designs, and personalized services. This direction shows that the business does not rely only on price competition, but also on differentiation through product quality and service experience.

The mission of the MSME includes providing quality products, delivering satisfying customer service, developing design innovation, and expanding market reach. These missions support the business objectives, namely increasing sales, strengthening brand awareness, improving product quality and design innovation, and enhancing customer service. These elements became the basis for identifying strategic factors in the SOAR analysis.

Table 2. Vision, Mission, and MSME Objectives

Component	Description
Vision	Becoming a recognized curtain brand in the interior sector by offering high-quality products, innovative designs, and personalized services
Mission 1	Providing quality products
Mission 2	Delivering satisfying customer service
Mission 3	Developing design innovation
Mission 4	Expanding market reach
Objective 1	Increasing sales
Objective 2	Strengthening brand awareness
Objective 3	Improving product quality and design innovation
Objective 4	Enhancing customer service

Table 2 shows that the strategic direction of the MSME emphasizes three main aspects: product quality, personalized service, and market expansion. These aspects later influence the weighting process because they describe the strongest development direction of the business.

3.2 External Factor Evaluation (EFE) Matrix

The EFE matrix was used to evaluate strategic factors related to strengths and opportunities. The weights reflect the relative importance of each factor, while the ratings reflect how strongly the business can respond to that factor.

Table 3. External Factor Evaluation (EFE) Matrix

No	Factor	Weight	Rating	Score
Strengths				
1	Superior product quality and durability	0.15	4	0.60
2	Customizable curtain design	0.15	4	0.60
3	Responsive customer service	0.10	4	0.40
Subtotal		0.40		1.60
Opportunities				
1	Increasing interest in interior design	0.20	4	0.80
2	Market potential through social media	0.20	3	0.60
3	Growing awareness of local products	0.20	3	0.60
Subtotal		0.60		2.00
Total		1.00		3.60

Table 3 shows that the highest factor score belongs to increasing interest in interior design, with a score of 0.80. This indicates that market demand provides a strong opportunity for the MSME. The next important factors are superior product quality, customizable curtain design, social media potential, and awareness of local products. These results show that the MSME has a favorable market position because its strongest internal advantages match the available market opportunities.

The implication is clear. Lely Gorden Interior should not compete mainly through low prices. The business should strengthen value-based marketing by showing product durability, design flexibility, and room-specific solutions. The opportunity from social media also shows that digital channels can support growth, but digital promotion must still be connected to product quality and personalized service.

3.3 Internal Factor Evaluation (IFE) Matrix

The IFE matrix evaluated aspirations and expected results that reflect the development direction of the MSME. The matrix helps identify which internal strategic orientation has the strongest role in supporting growth.

Table 4. Internal Factor Evaluation (IFE) Matrix

No	Factor	Weight	Rating	Score
Aspirations				
1	Becoming a premium curtain brand	0.25	4	1.00
2	Increasing online and offline sales	0.20	3	0.60
3	Expanding market reach	0.20	3	0.60
Subtotal		0.65		2.20
Results				

1	More positive customer reviews	0.20	3	0.60
2	Improving brand recognition	0.15	4	0.60
Subtotal		0.35		1.20
Total		1.00		3.40

Table 4 shows that the aspiration to become a premium curtain brand has the highest score, namely 1.00. This factor is the most important internal direction because it connects product quality, design customization, and service differentiation. The other factors, including sales growth, market expansion, positive reviews, and brand recognition, support this main orientation.

The IFE score of 3.40 indicates that the MSME has a strong internal strategic orientation. This condition supports the selection of a growth strategy, especially a strategy that builds a premium brand rather than only increasing promotion volume.

3.4 Internal-External (IE) Matrix Analysis

The IE matrix was used to determine the strategic position of Lely Gorden Interior MSME based on the EFE and IFE total scores.

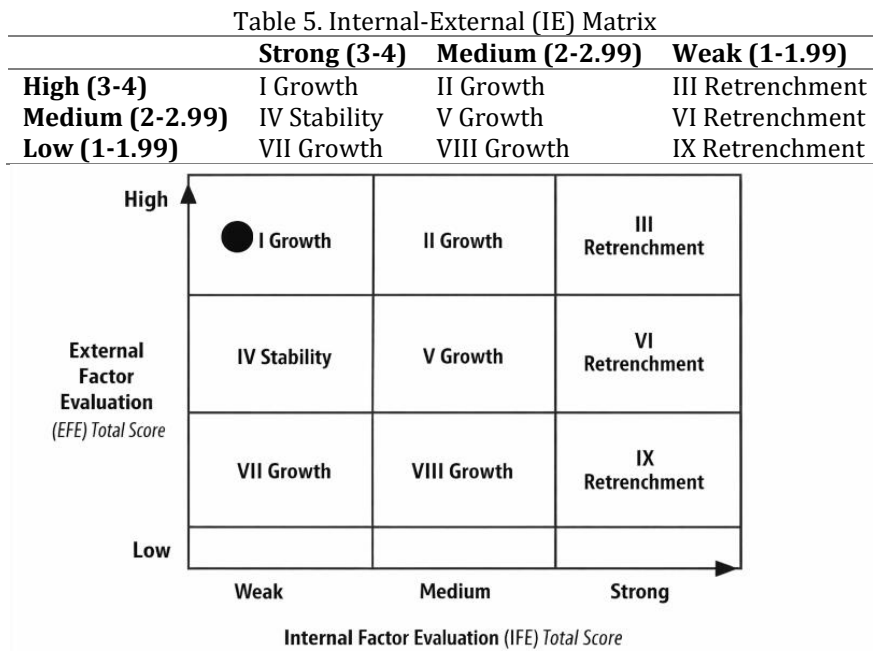


Figure 2. Internal-External (IE) Matrix

The EFE score of 3.60 and IFE score of 3.40 place Lely Gorden Interior MSME in Quadrant I. This position means that the business has strong internal capability and favorable external opportunities. Quadrant I supports a growth strategy because the business has enough capability to use market opportunities more aggressively.

The relevant forms of growth strategy include market penetration, product development, and market development. Market penetration can be conducted by increasing promotion consistency, improving product display on social media, and strengthening customer follow-up. Product development can be conducted by adding curtain design variants, premium material packages, and personalized design consultation. Market development can be conducted by expanding customer reach through online channels, local partnerships, and referral-based promotion. Therefore, the IE matrix supports the need for a strategy that combines brand strengthening, service differentiation, and channel expansion.

3.5 SOAR Matrix Analysis

The SOAR analysis identified strengths, opportunities, aspirations, and expected results. Table 6 presents the complete strategic factors used in the SOAR matrix.

Table 6. SOAR Factor Identification

SOAR component	Code	Strategic factor
Strengths	S1	Superior product quality and durability
Strengths	S2	Customizable curtain design
Strengths	S3	Responsive customer service
Opportunities	O1	Increasing interest in interior design
Opportunities	O2	Market potential through social media

Opportunities	O3	Growing awareness of local products
Aspirations	A1	Becoming a premium curtain brand
Aspirations	A2	Increasing online and offline sales
Aspirations	A3	Expanding market reach
Results	R1	More positive customer reviews
Results	R2	Improving brand recognition

The factors in Table 6 show that the business has a clear relationship between current capability and desired market position. Product quality, customization, and responsive service support the aspiration to become a premium curtain brand. At the same time, social media and local product awareness provide channels for communicating that value to the market.

Table 7. SOAR Matrix and Alternative Strategies

SOAR relationship	Alternative strategy	Target, focus, and implementation direction
Strengths - Opportunities	Alt. 1: Build a premium brand image through customized product quality and personalized service across online and offline channels.	Target: customers who value quality and customized interior solutions. Focus: material durability, design flexibility, measurement service, and consultation. Implementation: create premium product packages, display portfolio photos, communicate material quality, and combine showroom or direct consultation with online promotion.
Strengths - Aspirations	Alt. 2: Optimize interior design trends through active social media utilization for sales and promotion.	Target: social media users interested in home decor and room aesthetics. Focus: trend-based content, before-after visuals, product education, and customer interaction. Implementation: publish regular content, use short videos, show design references, and connect each content item to direct sales channels.
Results - Opportunities	Alt. 3: Strengthen brand recognition through digital branding activities.	Target: potential customers who compare local interior brands online. Focus: brand identity, visual consistency, local brand trust, and product storytelling. Implementation: develop a consistent visual identity, optimize captions and hashtags, highlight local product value, and strengthen online brand recall.
Results - Aspirations	Alt. 4: Improve service quality and product performance to generate positive customer reviews.	Target: existing and repeat customers. Focus: service responsiveness, installation accuracy, complaint handling, and post-purchase experience. Implementation: create service standards, follow up after installation, collect testimonials, and use customer reviews as trust signals.

Table 7 shows that each strategy has a different strategic emphasis. Alt. 1 focuses on differentiation and premium positioning. Alt. 2 focuses on promotional reach through social media. Alt. 3 focuses on brand recognition. Alt. 4 focuses on service improvement and customer review generation. These alternatives were then evaluated through QSPM to identify the most attractive priority.

3.6 Quantitative Strategic Planning Matrix (QSPM)

QSPM was used to compare the four alternatives using the same set of strategic factors. The QSPM weights were normalized from the EFE and IFE weights so that the total weight equaled 1.00. Each strategy received an Attractiveness Score (AS) from 1 to 4. TAS was obtained by multiplying weight and AS.

Table 8. Quantitative Strategic Planning Matrix (QSPM)

Strategic factor	Weight	Alt. 1 AS/TAS	Alt. 2 AS/TAS	Alt. 3 AS/TAS	Alt. 4 AS/TAS
Superior product quality and durability	0.075	4 / 0.300	1 / 0.075	1 / 0.075	2 / 0.150
Customizable curtain design	0.075	4 / 0.300	1 / 0.075	1 / 0.075	2 / 0.150
Responsive customer service	0.050	4 / 0.200	1 / 0.050	1 / 0.050	4 / 0.200
Increasing interest in interior design	0.100	4 / 0.400	3 / 0.300	2 / 0.200	1 / 0.100
Market potential through social media	0.100	3 / 0.300	4 / 0.400	3 / 0.300	1 / 0.100
Growing awareness of local products	0.100	3 / 0.300	2 / 0.200	1 / 0.100	1 / 0.100
Becoming a premium curtain brand	0.125	4 / 0.500	2 / 0.250	1 / 0.125	1 / 0.125
Increasing online and offline sales	0.100	4 / 0.400	3 / 0.300	1 / 0.100	1 / 0.100

Expanding market reach	0.100	3 / 0.300	3 / 0.300	2 / 0.200	1 / 0.100
More positive customer reviews	0.100	4 / 0.400	1 / 0.100	1 / 0.100	3 / 0.300
Improving brand recognition	0.075	4 / 0.300	2 / 0.150	3 / 0.225	1 / 0.075
Total	1.000	3.700	2.200	1.550	1.500

Table 8 shows that Alt. 1 obtained the highest total TAS, namely 3.700. This value is higher than Alt. 2 with 2.200, Alt. 3 with 1.550, and Alt. 4 with 1.500. The difference in TAS indicates that Alt. 1 has the strongest alignment with the strategic factors that carry the greatest weight. The strategy directly uses product quality, customizable design, premium brand aspiration, sales growth, positive reviews, and brand recognition.

Alt. 2 ranks second because social media optimization strongly responds to social media opportunity and interior design trends, but it does not fully represent the premium positioning aspiration. Alt. 3 and Alt. 4 have lower TAS values because they focus on specific operational outcomes, namely digital branding and service improvement. These strategies remain useful as supporting programs, but they do not provide the same strategic coverage as Alt. 1.

The practical implication is that Lely Gorden Interior should prioritize premium brand positioning as the main strategy. The business can implement this strategy through four concrete actions. First, it should create clear premium product packages based on material quality, design type, and installation service. Second, it should build a portfolio of customized curtain projects using before-after photos and customer testimonials. Third, it should standardize personal consultation, measurement, installation, and follow-up service. Fourth, it should use online and offline channels consistently so that customers receive the same brand message in social media, direct communication, and showroom or home consultation.

3.7 Strategy Priority Ranking

The ranking of strategy alternatives was determined based on the TAS values obtained from QSPM.

Table 9. Strategy Ranking Based on TAS

Rank	Strategy	TAS
1	Premium brand positioning	3.70
2	Social media optimization	2.20
3	Digital branding	1.55
4	Service improvement	1.50

The ranking confirms that strategies emphasizing brand positioning and service differentiation have higher attractiveness than strategies that focus only on promotional activity. This finding is consistent with the business characteristics of curtain products. Customers usually require consultation, product explanation, measurement, and installation. Therefore, the value of the product depends not only on visual design, but also on the service process that accompanies the product.

3.8 Discussion with previous studies

The finding supports previous studies that integrate SOAR and QSPM to convert qualitative strategic factors into ranked strategic priorities [4], [5], [6], [7]. Similar to those studies, this research shows that SOAR helps identify positive business potential, while QSPM helps determine which strategy should be implemented first. This integration is useful for MSMEs because owners often face many possible strategies but have limited resources to implement all of them at the same time.

The result also aligns with the concept of SOAR as a strengths-based strategic approach. SOAR does not start from weaknesses and threats, but from assets, opportunities, aspirations, and expected results [12], [13]. This perspective fits Lely Gorden Interior because the business already has product and service strengths that can be developed into brand differentiation. The high QSPM score of Alt. 1 shows that a strategy becomes more attractive when it builds on existing strengths rather than when it only follows external promotional trends.

Compared with interior or furniture marketing studies that often emphasize market expansion and promotional channel optimization [5], [9], this study places premium brand positioning as the first priority. This difference occurs because curtain products are service-intensive. Customers need consultation, customization, measurement, installation, and trust before purchase. Therefore, a purely promotional strategy is not enough. Social media remains important, but it should communicate the premium value of product quality and personalized service rather than only increase posting frequency.

The finding also supports research on strategy implementation in small and medium-size organizations, which emphasizes the need to prioritize factors that fit organizational capacity and strategic alignment [23]. For Lely Gorden Interior, the most aligned strategy is not the broadest digital promotion, but the strategy that connects quality, customization, service, and premium brand aspiration. This finding strengthens the contribution of the study by showing that SOAR-QSPM can help MSMEs select growth strategies that are both attractive and realistic.

4. CONCLUSION

This study formulated and prioritized marketing strategies for Lely Gorden Interior MSME by integrating SOAR analysis and QSPM. The EFE score of 3.60 and IFE score of 3.40 placed the MSME in Quadrant I of the IE matrix. This position indicates a growth-oriented strategy because the business has strong internal capability and favorable external opportunities.

The SOAR analysis generated four alternative strategies: premium brand positioning, social media optimization, digital branding enhancement, and service improvement. The QSPM results show that premium brand positioning through customized product quality and personalized service obtained the highest TAS of 3.700. This strategy became the main priority because it best matched the strongest strategic factors, especially product quality, customizable design, premium brand aspiration, positive reviews, and brand recognition.

The scientific contribution of this study lies in the application of an integrated SOAR-QSPM framework to an interior curtain MSME. The study shows that SOAR can identify strategic potential, while QSPM can rank the resulting strategies in a measurable way. This combination makes strategy formulation more systematic and reduces dependence on intuitive decision-making.

The managerial implication is that Lely Gorden Interior should focus first on building a premium brand image. The owner can implement this priority by developing premium product packages, strengthening customized design consultation, improving service standards, documenting project portfolios, collecting customer testimonials, and aligning online and offline brand communication. Social media, digital branding, and service improvement should support the premium positioning strategy rather than operate as separate programs.

This study has several limitations. First, the research used one MSME as the case object, so the findings cannot be generalized to all interior MSMEs. Second, the main informant was the owner, so the weighting and QSPM assessment still contain subjective judgment. Third, the study focused on strategy formulation and did not test the impact of strategy implementation on sales, customer satisfaction, or brand awareness. Future studies should involve more respondents, compare several interior MSMEs, include customer perspectives, and evaluate the performance of the selected strategy.

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