

## SWOT Analysis and Value Proposition Canvas as a Business Development Strategy for Tirta Sasmita Mineral Water

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### ARTICLE INFO

*Keywords:* SWOT Analysis, Value Proposition Canvas, Business Strategy

*Received :* 03 October

*Revised :* 25 October

*Accepted:* 29 November

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### ABSTRACT

The mineral water business is a very interesting business, this is because the growth potential is projected to continue to increase every year, so it is not surprising that many companies are involved in the (AMDK) business, including CV. Tirta Sasmita which produces Tirta Sasmita Drinking Water. The large number of manufacturers in the AMDK business makes competition in the AMDK business increasingly tough, so it is important for companies to have a strategy to face business competition. One method that can be used to create a business development strategy is through SWOT Analysis and Value Proposition Canvas. From the results of the research carried out, it is known that the strategy is a Growth Strategy with activities that can be carried out including: 1) Carry out Market Penetration through optimizing Product Branding; 2) Penetrating the market through the "Water Refill Station" marketing scheme and 3) Carry out product development through product innovation in bottle packaging designs and product logos and change the design of the cardboard boxes used so they can be reused. Through the Value Proposition Canvas, the strategies developed show the advantages and benefits received by consumers from the strategies implemented through Pain Reliever and Gain Creator.

## INTRODUCTION

The behavior of Indonesian people who are accustomed to consuming bottled drinking water means that the market share of bottled drinking water (AMDK) is predicted to continue to increase every year. Based on sources from Tempo.co where the average consumption of bottled water for Indonesians is 91.04 L/year, the high consumption of mineral water is estimated to have a market value for the bottled water industry reaching Rp. 22.51 trillion and it is estimated that it will continue to experience growth of 11.1% every year. This has encouraged the number of companies that produce AMDK, there are around 500 AMDK companies in Indonesia with the market share mostly controlled by the Aqua Brand (46.7%) and the remaining 38.1% owned by other brands (Istiqomah & Andriyanto, 2018).

One of the producers who is also developing bottled drinking water (AMDK) is CV Tirta Sasmita which has been established since 2019 with the drinking water brand being developed is Tirta Sasmita. Tirta Sasmita Drinking Water targets consumers in the Pamulang University area with a market potential of 35,000 students who are the Company's target market.

Tirta Sasmita Mineral Water can easily be found within Pamulang University because the company is part of the Sasmita Jaya Institution Foundation which houses educational institutions including the Educational Institution Pamulang University (Surya Kencana), Pamulang Witana Harja University, Pamulang Viktor.

University and Sutomo Serang University. This advantage does not necessarily guarantee the continuity of the Company, product quality and Company strategy which will determine the success and sustainability of Tirta Sasmita Mineral Water products. The large number of mineral water products currently available will be a challenge for the Company (CV Tirta Sasmita) to face current business competition.

One of the challenges for Tirta Sasmita Drinking Water in facing business competition is the lack of product positioning. Positioning is the act of designing a company's offering and image so that it occupies a special place in the minds of the target market (Kotler, 2016). Several elements in implementing product positioning include 1) Product characteristics; 2) Product Price; and 3) Product Quality. Some of the things that the author sees in Tirta Sasmita Drinking Water products which are challenges in the competitive mineral water business include (Istiqomah & Andriyanto, 2018):

a. Product Design

It could be said that the packaging design or logo offered by Tirta Sasmita drinking water is still less attractive to the target market being targeted.

b. Product Price

The prices of Tirta Sasmita products that the author encountered on campus offer prices that are relatively the same as other product brands that are known to the wider community. This is certainly a challenge for companies when offering new products at the same price as competing products without having a positioning compared to competing products both in terms of product quality.

c. Product Branding

The author sees that the branding carried out by the Company for Tirta Sasmita drinking water is still not optimal, where the author rarely sees the branding carried out by the Company in terms of promotions on campus, both offline (banners, banners, etc.) and digital media (IG).

d. Product Packaging

The author sees that the packaging design offered by the Company is still less attractive to the target market targeted by Tirta Sasmita.

e. Product Waste

The company sells Tirta Sasmita Drinking Water products using bottle packaging so there is the potential for plastic waste to be produced where plastic bottles take around 450 years to decompose in nature so this will certainly have an impact on the surrounding environment due to the waste produced.



Figure 1. Tirta Sasmita Mineral Water Packaging and Logo Design

SWOT Analysis and Value Proposition Canvas are methods that can be used to identify the right strategy in developing the Tirta Sasmita Mineral Water business by looking at product strengths and weaknesses against the opportunities and threats faced by the Company. SWOT analysis is a tool that can be used to develop strategies based on situations around the company that influence the company's performance. Strategic planning method used to evaluate strengths, weaknesses, opportunities and threats in a project or business speculation. Value proposition is the unity of benefits that a company offers to consumers(Pigneur, 2012).

## LITERATURE REVIEW

### SWOT Analysis

SWOT is used to assess the strengths and weaknesses of the company's resources and the external opportunities and challenges it faces(Karomah, 2020). (1) Strengths, are resources, skills, or other advantages related to the company's competitors and market needs that can be served by the company it hopes to serve. Strengths are specific competition that give a company a competitive

advantage in the market. (2) Weakness, is a limitation or deficiency in resources, skills and capabilities that effectively hinders company performance. These limitations can be in the form of facilities, financial resources, management capabilities and marketing skills which can be a source of company weaknesses. (3) Opportunities are important profitable situations in the company environment. Important trends are one source of opportunity, such as changes in technology and increasing relationships between companies and buyers or suppliers are a picture of opportunities for companies. Important trends are one source of opportunity, such as changes in technology and increasing relationships between companies and buyers or suppliers are a picture of opportunities for companies.

(Maulana & Patrikha, 2021)Determining factor values in making a SWOT matrix consists of internal and external factors. Each criterion is made into a column so that you can sort the criteria, then each criterion is given a weight ranging from 0.0 (not important) to 1.0 (very important), each criterion point can have a significant effect on the strategy that will be implemented. (Mashuri & Nurjannah, 2020)Next, calculate the total rating for each criterion to obtain a scale, starting from 1 (poor) to 4 (outstanding). The rating value is based on reality in the field which can influence the condition of the company, the rating of the opportunity factor is positive (the value of a small opportunity is given a rating of +1 and the value of a large opportunity is given a rating of 4), and vice versa, if the threat value is smaller then it is given a rating of 4 and the value the greater the threat is given a value of 1), Next, multiply the weight value by the rating to get the score value which will be compiled in the 4th column, add up the weighting scores (in column 4), to get the total weighting score, the function of the score results for the company which is to determine strategies that will be developed in the future to obtain optimal results.

Table 1. Internal / External Factor Calculation Table

<b>Internal factors</b>	<b>Weight</b>	<b>Ratings</b>	<b>Weight x Rating</b>
Strength:			
1. ....			
2. ....			
3. ....			
4. etc			
Weakness:			
1. ....			
2. ....			
3. ....			
4. etc			
<b>Total</b>	<b>1</b>		
<b>External Factors</b>	<b>Weight</b>	<b>Ratings</b>	<b>Weight x Rating</b>
Opportunity:			
5. ....			
6. ....			
7. ....			

8. etc			
Threat: 5. .... 6. .... 7. .... 8. etc			
<b>Total</b>	<b>1</b>		

Based on the results of calculating internal and external factors using the IFAS and EFAS matrices, the company's position will be known to identify the right strategy that must be taken by the company. This strategy is divided into 4 quadrants(Kusbandono, 2019):

- Quadrant I. This is a very profitable situation for the company to have opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be implemented in this condition is to support aggressive growth policies (growth strategy).
- Quadrant II. The company experiences huge market opportunities, but on the other hand it faces several internal constraints/weaknesses. This company's strategy is to minimize the company's internal problems so that it can seize better market opportunities.
- Quadrant III. This is a very unfortunate situation, the company is facing various internal threats and weaknesses.
- Quadrant IV. Even though it faces various threats, this company still has internal strength. The strategy that must be implemented is to use strength to take advantage of long-term opportunities by means of a diversification strategy (product / market).

### *Value Proposition Canvas*

The value proposition canvas is a method that can be used to create value from a product offered to consumers. By utilizing this method, it will be easier for companies to determine the products or services needed by consumers so that they can mutually benefit each other . (Putra, 2019)When using social media as a marketing tool, the value proposition canvas can be used as a strategy in creating content needed by consumers so that it can form a content marketing pattern. This aims to ensure that the content that has been designed can be content-fit between the company and consumers(Wiwik & Ningsih, n.d.).

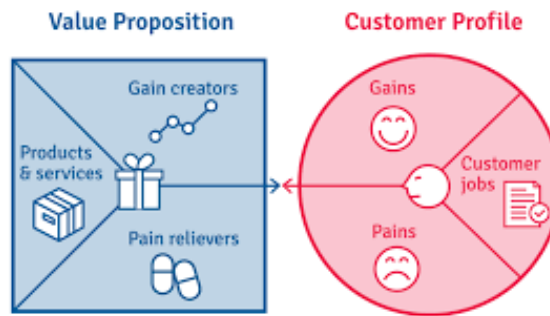


Figure 2. Value Preposition Canvas

- Gains : explain the expected benefits, or what consumers want.
- Pains : Negative experiences or risks that have been experienced by customers in the process of completing work or something
- Customer Jobs : represent the functional, social and emotional tasks performed by customers, the problems customers are trying to solve and the needs they seek to fulfill.
- Product & Services : explain the products and services we offer, which can help customers complete functional, social and emotional tasks (Customer Job)
- Gain Creators : explains how products and services can make customers feel the benefits or benefit. Gain Creators must be able to complete Gains on the Customer Profile
- Pain Relievers : explains how products or services can resolve negative experiences or risks experienced by customers, so that Pain Relievers must be able to reduce or even eliminate Pains in the Customer Profile(Aprouch, 2016).

## METHODOLOGY

This research is a qualitative descriptive research. Researchers use descriptive qualitative research because the results of this research describe or describe existing facts/circumstances and phenomena that occur at Tirta Sasmita Drinking Water.

Qualitative descriptive research is generally carried out in the form of case studies which aim to describe, summarize various conditions, various situations, and attempt to bring reality to the surface.

The total student population of Unpam is around 35,024 students. The technique for determining the number of samples used in this research uses the Slovin formula with a margin of error of 6% so that the minimum number of samples that can be used in this research is 276 samples. In this research, the number of samples used was 388 respondents.

$$n = \frac{N}{1 + Ne^2} \dots\dots\dots(1)$$

The type of data used in this research is secondary data. Considering that the data used is secondary data, the data collection method used in this research is through literature study, namely method. To obtain secondary data through a source and management of information data that has been documented in the form of articles, research or journals of other parties, literature, statistical data, government policies, reports, laws and regulations related to this research.

## RESEARCH RESULT

### 1. Respondent Characteristics

The characteristics of the respondents in this study were divided into two, namely in terms of gender and age of the respondents. Dari 388 responden diketahui bahwa Most of the respondents or 56.70% were female while the remainder or 43.30% were male.

In terms of age, the majority of respondents were dominated by students aged 17-21 years with a total of 248 respondents or around 63.92% as seen in the table below.

Table 1. Respondent Characteristics (Age)

Age	Number	Percentage
17-21	248	63.92%
22-26	129	33.25%
27-31	7	1.80%
32-36	1	0.26%
37-41	0	0.00%
42-46	3	0.77%
<b>TOTAL</b>	<b>388</b>	<b>100%</b>

### 2. Matriks IFAS (Internal Factor Analysis Summary)

From the results of identifying Tirta Sasmita's internal drinking water factors regarding the strengths and weaknesses of Tirta Sasmita's drinking water products, each factor will be given an assessment on a scale ranging from 1 (low) to 4 (high).

Table 3. Tirta Sasmita Drinking Water IFAS Matrix

No	Internal factors	Weight	Rating	Score
<b>Strength (S)</b>				
1	The price of Tirta Sasmita Drinking Water is Competitive compared to similar products	0,15	3,13	0,47
2	The taste of Tirta Sasmita Drinking Water is acceptable to consumers	0,1	3,24	0,32

3	The aroma/odor of Tirta drinking water is acceptable to consumers	0,1	3,15	0,31
4	Tirta Drinking Water can easily be found on the Unpam Campus because it is part of or belongs to the Sasmita Group Foundation	0,15	3,59	0,54
	<b>Sub Total</b>	<b>0,5</b>		<b>1,65</b>
<b>Weakness (W)</b>				
1	The Tirta Sasmita Drinking Water Brand is only known within Pamulang University	0,1	2,73	0,27
2	It's Difficult to Find Tirta Sasmita Drinking Water Outside the University	0,1	2,56	0,26
3	The promotion of Tirta Sasmita Drinking Water has not run optimally	0,1	2,70	0,27
4	Tirta Sasmita has not utilized Social Media optimally in introducing products to consumers	0,04	2,96	0,12
5	The name of the Tirta Sasmita Drinking Water Product is less attractive among teenagers	0,04	3,05	0,12
6	Tirta Sasmita drinking water bottles and packaging are less attractive than other drinking water products known on the market (Aqua, Lemineral, Vit)	0,04	2,82	0,11
7	Tirta Drinking Water does not have any advantages in terms of taste and bottle compared to similar water products already on the market	0,04	2,91	0,12
8	Tirta Drinking Water has not implemented good waste management for bottle packaging waste	0,04	3,14	0,13
	<b>Sub Total</b>	<b>0,5</b>		<b>1,39</b>
	<b>TOTAL</b>	<b>1</b>		<b>3,04</b>

Based on the table above, it can be seen that the strength factors have a score of 1.65, while the weakness factors have a score of 1.39, meaning that Tirta Sasmita Drinking Water has a higher strength than the weakness factors in determining its competitive strategy.

### 3. EFAS Matrix (External Factor Analysis Summary)

Table 4. Tirta Sasmita Drinking Water EFAS Matrix

No	External Factors	Weight	Rating	Score
<b>Opportunity (O)</b>				

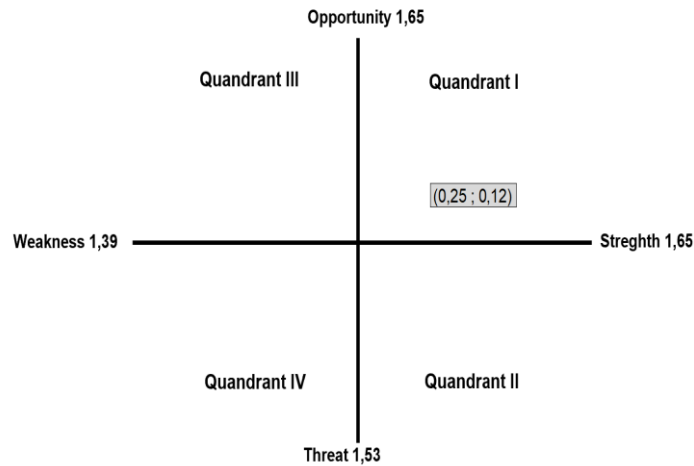
1	There is the potential for students to consume bottled drinking water during their activities while on campus	0,15	3,32	0,50
2	Consumers are increasingly concerned about the environmental impact produced by plastic drinking water bottle waste	0,15	3,39	0,51
3	There are still drinking water producers who use cardboard boxes as a means of shipping products	0,1	3,27	0,33
4	Drinking water deliveries are still found during the day. Drinking water exposed to sunlight will affect water quality	0,1	3,17	0,32
	<b>Sub Total</b>	<b>0,5</b>		<b>1,65</b>
<b>Threat (T)</b>				
1	Other drinking water manufacturers that provide more competitive/cheap prices	0,1	2,94	0,29
2	Drinking water bottles and packaging from other manufacturers or brands that are more attractive	0,2	3,05	0,61
3	Promotion of mineral water carried out by manufacturers or other brands is more effective	0,2	3,14	0,63
	<b>Sub Total</b>	<b>0,5</b>		<b>1,53</b>
	<b>TOTAL</b>	<b>1</b>		<b>3,18</b>

## DISCUSSION

### 1. SWOT Matrix

Based on the SWOT matrix above, it is known that Tirta Sasmita Drinking Water is in quadrant I so the development strategy that the Company can take is aggressive growth (growth oriented strategy).

Growth strategy is a plan to increase the size and value of a business. Growth strategies can be used to improve a company's financial performance, such as revenue or profits. By using a growth strategy, a company can expand its business through product innovation, market expansion, launching new product lines, etc.



**Figure 3.** Tirta Sasmita SWOT Matrix

There are several growth strategies that Tirta Sasmita can carry out in developing her drinking water business, including:

a. Market Penetration

Market penetration is a strategy to increase the volume of product sales in the market that the Company is entering. One of the market penetration that can be done by CV. Tirta Sasmita is through price adjustments, increasing product promotion so that the targeted market can know the quality of the products offered.

b. Market Development

To be able to win the competition in the drinking water business, CV Tirta Sasmita needs to carry out market development not only in the existing market which is already running (Unpam Campus) but also needs to penetrate outside the market which is currently being done by developing markets outside Pamulang University through Market Development. By viewing students as the target market for the product, the Company can penetrate several universities in Banten Province. Based on data from the Central Statistics Agency (bps), there are around 115 private and state universities in Banten with a student population of around 1,359,845 students

c. Product Development

Product Development is an activity to create product innovation through improving existing products or creating new products that can answer customer needs.

d. Diversification

Diversification is a strategy that has quite high risks, where the company tries to enter markets that have never been reached before. Therefore, before diversifying its products, the Company first carries out market penetration of new products it has in the current market to see the market response to new products developed by the Company in order to minimize potential losses received by the Company.

2. SWOT Analysis

Table 5. SWOT Strategy Analysis

	<b>Strength (S)</b>	<b>Weakness (W)</b>
<b>Opportunity (O)</b>		

1. The price of Tirta Sasmita Drinking Water is Competitive compared to similar products
2. The taste of Tirta Sasmita Drinking Water is acceptable to consumers
3. The aroma/smell of Tirta Drinking Water is acceptable to consumers
4. Tirta Drinking Water can easily be found on the Unpam Campus because it is part of or belongs to the Sasmita Group Foundation

1. The Tirta Sasmita Drinking Water Brand is only known within Pamulang University
2. It is difficult to find Tirta Sasmita drinking water outside the university
3. Promotion of Tirta Sasmita Drinking Water has not run optimally
4. Tirta Sasmita has not utilized Social Media optimally in introducing products to consumers
5. The name of the Tirta Sasmita drinking water product is less attractive among teenagers
6. Tirta Sasmita drinking water bottles and packaging are less attractive than other drinking water products known on the market (Aqua, Leminerall, Vit)
7. Tirta Drinking Water does not have any advantages in terms of taste and bottle compared to similar water products already on the market
8. Tirta Drinking Water has not implemented good waste management for bottle packaging waste

<ol style="list-style-type: none"> <li>1. There is the potential for students to consume bottled drinking water during their activities while on campus</li> <li>2. Consumers are increasingly concerned about the environmental impact produced by plastic drinking water bottle waste</li> <li>3. There are still drinking water producers who use cardboard boxes as a means of shipping products</li> <li>4. Drinking water deliveries are still found during the day. Drinking water exposed to sunlight will affect water quality</li> </ol>	<ol style="list-style-type: none"> <li>a. Carry out <b>Market Penetration</b> through optimizing <b>Product Branding</b> by showing the superiority of Tirta Sasmita products through Digital Media (IG, Youtube and Twitter) and Offline Media (Spanners &amp; Banners).</li> </ol>	<ol style="list-style-type: none"> <li>a. Carrying out <b>Product Development</b> through:             <ol style="list-style-type: none"> <li>1. Carry out product innovation in <b>bottle packaging design</b> and <b>product logos</b> that suit the target consumers</li> <li>2. Change the <b>design of the cardboard box</b> used so that it can be reused</li> </ol> </li> <li>b. Carrying out <b>market development</b> through <b>product branding</b> by showing the superiority of Tirta Sasmita products through digital media (IG, YouTube and Twitter) and offline media (banners &amp; banners) so that Tirta Sasmita products are outside the Unpam environment</li> <li>c. <b>Penetrating the market</b> through the "<b>Water Refill Station</b>" marketing scheme, where the company provides water refill machines (modified dispensers) so that consumers can refill drinking water via QRIS or Digital Wallet payments. So it can reduce the use of plastic bottles which have an impact on the environment</li> </ol>
<p><b>Threat (T)</b></p>		

<p>1. Other drinking water manufacturers that provide more competitive/cheap prices</p> <p>2. Drinking water bottles and packaging from other manufacturers or brands that are more attractive</p> <p>3. More effective promotion of mineral water by manufacturers or other brands</p>	<p>a. <b>Penetrating the market</b> through the "<b>Water Refill Station</b>" marketing scheme where the company provides water refill machines (modified dispensers) so that it can provide more competitive prices by reducing costs for plastic bottles</p> <p>b. Carry out <b>product development</b> through product innovation in <b>bottle packaging designs</b> and <b>product logos</b> that suit the target consumers</p> <p>c. Carry out <b>market development</b> through <b>product branding</b> by showing the superiority of Tirta Sasmita products through digital media (IG, YouTube and Twitter) and offline media (banners &amp; banners) so that Tirta Sasmita products are better known at Unpam and other universities outside Unpam</p>	<p>a. Carry out <b>product development</b> through product innovation in <b>bottle packaging designs</b> and <b>product logos</b> that suit the target consumers</p> <p>b. <b>Penetrating the market</b> through the "<b>Water Refill Station</b>" marketing scheme where the company provides water refill machines (modified dispensers) so that it can provide more competitive prices by reducing costs for plastic bottles</p>
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Based on the table above, it can be seen that several business development strategies can be carried out by the Company by considering the internal strengths and weaknesses of the product as well as external potentials and threats that may be faced by the Tirta Sasmita Drinking Water Product.

Table 6. SWOT Strategy

<b>Growth Strategy</b>	<b>SWOT Strategy</b>	
<i>Market Penetration</i>	S-O W-O S-T W-T	1. Carry out <b>Market Penetration</b> through optimizing <b>Product Branding</b> by showing the superiority of Tirta Sasmita products through Digital Media (IG, Youtube and Twitter) and Offline Media (Spanners & Banners) so that the product is better known in the Unpam environment.

		2. <b>Penetrating the market</b> through the " <b>Water Refill Station</b> " marketing scheme, where the company provides water refill machines (modified dispensers) so that consumers can refill drinking water via QRIS or Digital Wallet payments. So it can reduce the use of plastic bottles which have an impact on the environment
Market Development	W-O S-T	1. Carry out <b>market development</b> through <b>product branding</b> by showing the superiority of Tirta Sasmita products through digital media (IG, Youtube and Twitter) and offline media (banners & banners) so that Tirta Sasmita products are outside the Unpam environment
Product Development	W-O S-T W-T	1. Carry out <b>product development</b> through: <ol style="list-style-type: none"> <li>Carry out product innovation on <b>bottle packaging designs</b> and <b>product logos</b> that suit the target consumers</li> <li>Changing the <b>design of the cardboard box</b> used so that it can be reused</li> </ol>

### 3. Value Proposition Canvas

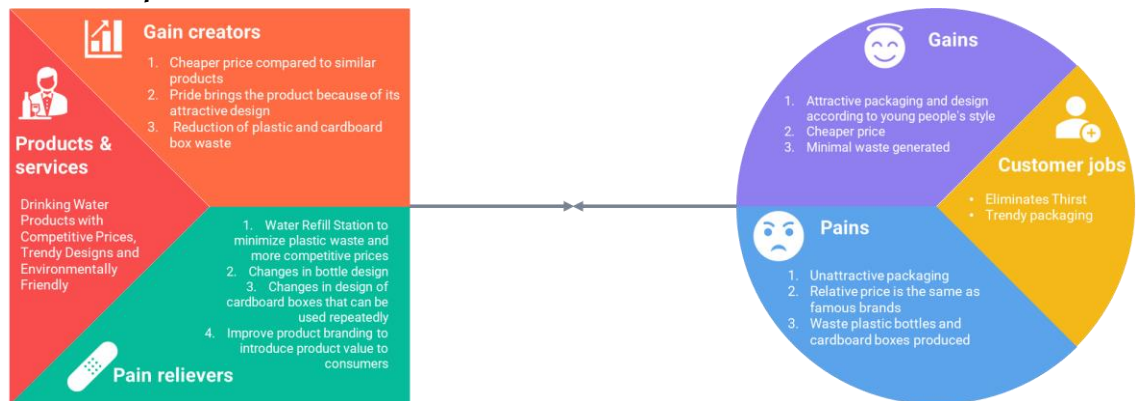


Figure 4. Tirta Sasmita Value Proposition

### 4. Bottle Design Recommendations

From the results of a survey of 6 types of bottles given to respondents, it is known that bottle designs Numbers 2 and 4 are most liked by respondents with scores of 8 to 10 given by 218 respondents and 236 respondents.

Table 7. Results of a Survey of 6 Types of Bottles

Bottle	8	9	10	Total
1	104	34	58	196
2	95	64	59	218

3	69	61	62	<b>192</b>
4	93	58	85	<b>236</b>
5	60	24	32	<b>116</b>
6	63	40	51	<b>154</b>

Below are the bottle designs Numbers 2 and 4 that are most liked by respondents.



Figure 5. Bottle Number 2



Figure 6. Bottle Number 4

## CONCLUSIONS AND RECOMMENDATIONS

From the results of the SWOT analysis carried out, it is known that the strategy that the Company can implement to develop the Tirta Sasmita Drinking Water business is a Growth Strategy with several strategies that can be implemented including:

- a. Carry out Market Penetration through optimizing Product Branding by showing the superiority of Tirta Sasmita products through Digital Media (IG, Youtube and Twitter) and Offline Media (Spanners & Banners).
- b. Penetrating the Market through the "Water Refill Station" marketing scheme
- c. Carrying out Product Development through:
- d. Carry out product innovation on bottle packaging designs and product logos that suit the target consumers
- e. Change the design of the cardboard box used so that it can be reused

Through the Value Proposition Canvas, the advantages and benefits received by consumers can be seen from the strategies carried out through Pain Reliever and Gain Creator.

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