

Identification The Role of Muslim Women " Fisherman's Village " In Improving Sea Products Business Performance on The West Coast of Indonesia Using SWOT and QSPM Analytic Matrics

Muhammad Richo Rianto¹, Ian Nurpatia Suryawan² and Bintang Narpati³

Abstract

This study aims to identify key strategic factors strengths, weaknesses, opportunities, and threats (SWOT) in the role of women among "City Fishermen" to improve the performance of marine product MSMEs in Labuan, Banten, Indonesia. The research employs a mixed-method approach, combining qualitative methods such as in-depth interviews, focus group discussions (FGD), and observations, with a quantitative approach using the Qualitative Strategic Planning Matrix (QSPM). The findings identify eight items each for strengths, weaknesses, opportunities, and threats. The study reveals that the most significant strengths are the abundant natural resources and the resilience of women in business. On the other hand, the most critical weakness is the reliance on traditional marketing methods. The primary opportunity identified is the potential for digitizing the business system, while the most significant threats are human error and extreme climate changes in the region. The research is limited by its focus on general business factors rather than specific areas like marketing, human resources, or finance, and by its scope in identifying SWOT factors without developing alternative strategies for the businesses studied. The originality of this study lies in its focus on seafood businesses located near metropolitan areas with complex challenges and the emphasis on the role of women in enhancing the family economy, an area rarely explored by other researchers.

Keywords: Muslim Woman's Role, Identification Key Factors, SWOT, QSPM, Indonesia Fisherman's Village

INTRODUCTION

Indonesia is a maritime country with high marine potential (Rianto et al., 2022; Suratman, 2021) with a total potential for fishery products in 2021 of \$1.14 million and continuing to increase until 2024. This large potential certainly has an impact on the environment businesses around these natural resources include processing marine products into culinary products.

Business uncertainty is a challenge for all business actors (Mohammad, 2019) (Rianto et al., 2021). Therefore, business people must look for ways to survive and improve their business performance. The Indonesian Central Statistics Agency (Statistik, 2022) notes that there are 1.3 million people who depend on marine products in an area of 2,746.89km² which is located on the west coast of the western part of Indonesia

Labuan village, which is known as the "City of Fishermen", is one of the marine areas in the district. Pandegelang is the poorest area compared to the district. Others are in Banten province (Hakim, 2019) and are included in the 3T (frontier, outermost and underdeveloped) areas in 2019. Optimal use of marine products is an alternative for Pandegelang Regency to be able to grow and develop. Utilization of marine products can be done not only by selling fish and marine catches directly but also by increasing the "Value" of these goods into processed marine products such as snacks and other processed fish products. Women as members of the family play an important role in family resilience (Triana et al., 2019) by innovating fish caught by their husbands into processed seafood that can help the family's economy. The role of women has now been widely considered (Triana et al., 2019) as having an important connection in many aspects of life, not only in children's education, kitchen and bed matters but also in supporting economic security.

Based on the results of pre-research data in the field, it was found that Labuan village is a village with a low economic level, apart from that it is supported by the low performance of MSMEs in managing marine

¹ Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia. E-mail: mrrianto@dsn.ubharajaya.ac.id

² Trisakti School of Management, Jakarta, Indonesia E-mail: inp@tsm.ac.id

³ Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia. E-mail: bintang.narpati@dsn.ubharajaya.ac.id

products. Several factors that influence the low performance of MSMEs based on pre-research results are low levels of education, traditional marketing strategies and a lack of understanding of the strengths, weaknesses, opportunities and threats that exist in their business. Therefore, it is important for them to be able to identify strategies to be able to compete and have a competitive advantage.

Strategy is an important part of the business process because it is a way for companies to have a competitive advantage compared to other companies (Wang & Ellinger, 2008). Therefore, companies must be able to find strategies that are difficult for competitors to imitate (Klaas Jagersma, 2009).

Several previous researchers have researched and applied SWOT analysis (Ansoff, 1965; Andrews, 1987; Porter, 1991; and Mintzberg et al., 1998) which has discussed the fundamentals of strategy which are then discussed in several important variables, namely SWOT or Strengths, Weakness, Opportunities, and Threats (Helms et al., 2011). Consideration of internal and external factors that benefit and weaken the company into a combination that can provide input to company owners to consider strengths as a tool for finding new opportunities and consider weaknesses as obstacles and threats to the company. (Helms et al., 2011). Several studies have applied SWOT analysis to large company sizes (Helms et al., 2011), (Ab Talib & Hamid, 2014), (Fadhli Nursal et al., 2019), (Munro & Giannopoulos, 2018), (Lee et al. al., 2000)(Nasreen & Afzal, 2020)

Although SWOT analysis has been widely used and tested, this research focuses on identifying strengths, weaknesses, opportunities and threats in seafood businesses in the village of Labuan - Banten - Indonesia which has many problems. Apart from that, this research will focus on the role of women in improving their business performance in improving the economic prosperity of the family.

THEORITICAL REVIEW

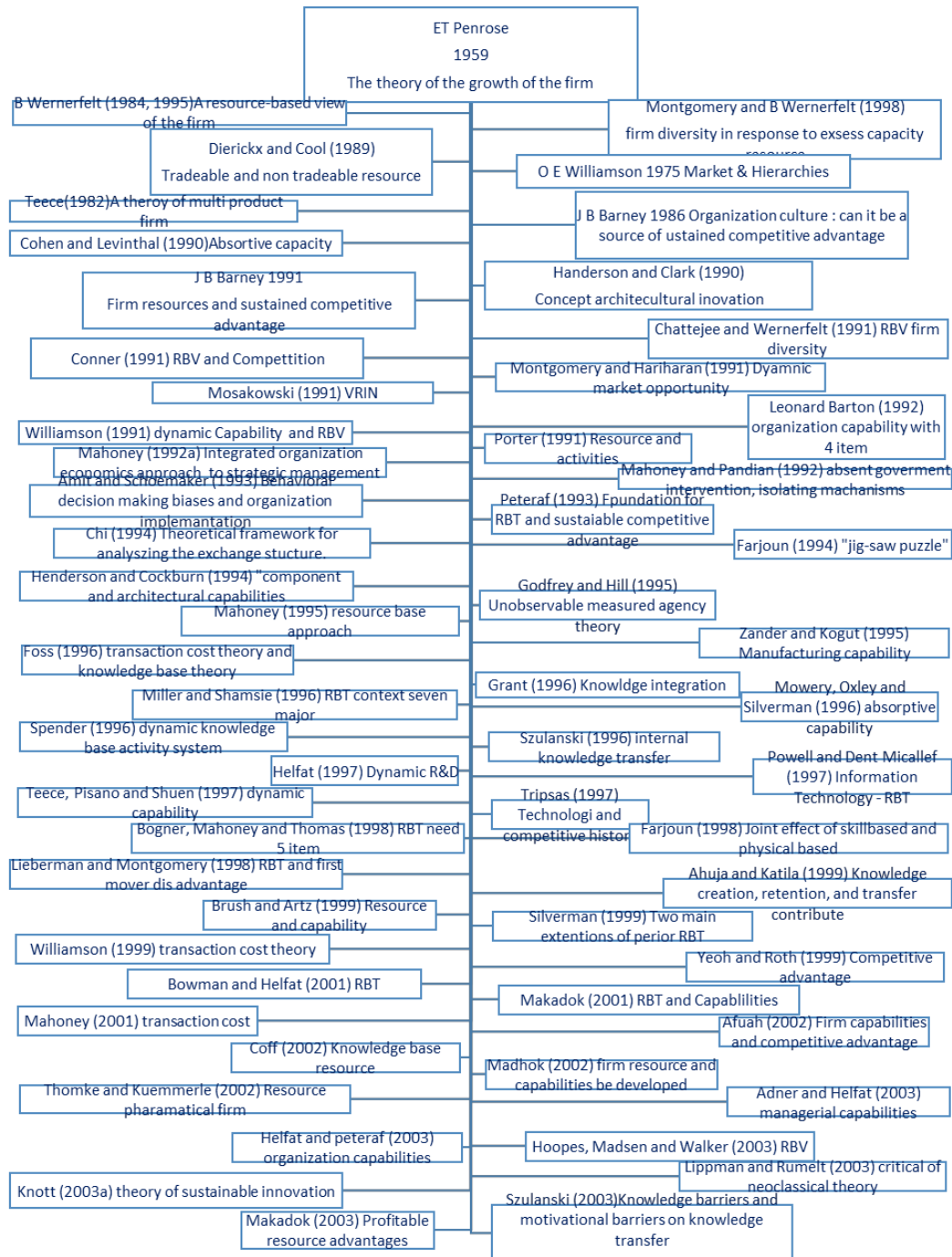
Grand Theory

The main theory in this research takes the perspective of the strengths possessed by the company which is then called the resource base view (Newbert, 2007).

Resource Base View

Firm growth theory (*the growth theory of the firm*/GTF) through the work of Penrose (1959) was the beginning of the emergence of resource-based theory. This theory underlies that a company is a collection of productive resources. Company resources then have two general perspectives, namely from human and non-human resources. Company resources are an important part of the company which is a collection of assets owned by the company (Jay B. Barney, 1986). Assets owned by the company are tangible assets and intangible assets. Several stages of development of the theory *Resource Base View* explained in the following chart:

Resource Base View Theory Development Chart



Source: Processed from various sources 2024

The development of resource-based theory (*resource base view*) then appeared proposed by Barney (1991). From a resource base view (RBV) point of view, improving company performance is influenced by the resources owned by the company, the capabilities and uniqueness of the organization and other internal resources so

that it can be opportunities in facing challenges from the Company's external environment (Jay B. Barney, 1986).

SWOT Analysis

SWOT is a very familiar tool used by researchers and business managers in relation to company strategic decision making (Helms & Nixon, 2010). SWOT considers very important variables within the Company such as strengths, weaknesses, opportunities and threats which are then processed to become a business strategy for the Company. According to (Glaister & Richard Falshaw, 1999) SWOT is one of the best and most frequently used strategic planning tools in companies that can be used in considering business strategies in uncertain and dynamic market conditions (Valentin, 2001).

QSPM (Qualitative Strategic Planning Metrics)

QSPM is one of the most important techniques and tools used to select and evaluate strategies that are considered important in a company (Nourbakhsh et al., 2023) (Sumiarsih et al., 2018). This matrix aims to identify which strategies have an urgent and important impact and urgency for the Company. According to (Nourbakhsh et al., 2023) in making a QSPM matrix several things that need to be prepared include: (1) strategic key factors (strengths, weaknesses, opportunities and threats), (2) giving a value of 1-4 to each item strategic key factor where the value 1 is the lowest and the value 4 is the highest. (3) create an assessment weight for each item which is then multiplied by the urgency and influence to produce a total accumulated strategy weight. (4) Based on these results we can determine which strategy has the most influence, importance and urgency in the business being run.

Conceptual Framework

The conceptual framework was created based on relevant phenomena and theories to make it easier for researchers to understand the flow of research (Rianto et al., 2019). The following is the conceptual framework in this research:

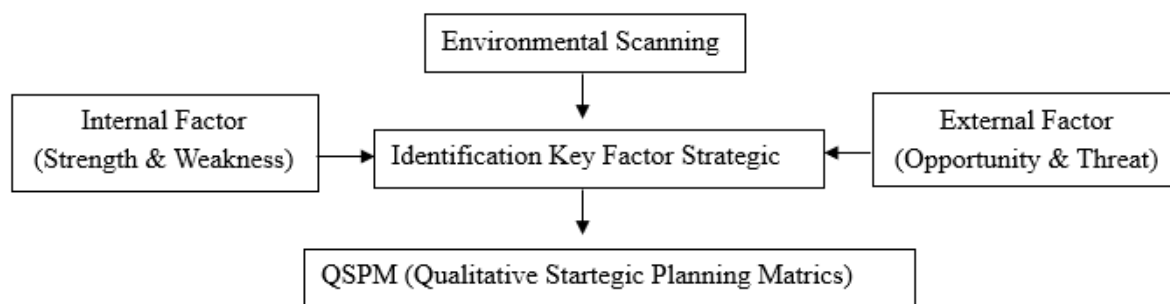


Figure of Conceptual Framework

The Figure illustrates the strategic analysis process using the Qualitative Strategic Planning Matrix (QSPM). It begins with Environmental Scanning, which involves gathering information about both internal and external factors affecting the organization. Internal Factors include strengths and weaknesses, such as resources, skills, organizational culture, and operational efficiency. Simultaneously, External Factors cover opportunities and threats from outside the organization, including market conditions, competition, regulatory changes, and economic factors. After collecting this information, the next step is the Identification of Key Strategic Factors, where crucial elements that will influence business success are identified. Finally, the QSPM is utilized to evaluate and prioritize these strategic factors, allowing the organization to determine the most effective strategies based on the weight and urgency of each factor. This process aims to optimize business performance by carefully considering the relevant internal and external factors in decision-making.

METHODOLOGY

This research is research with a qualitative and quantitative design which is then called a mix method. Qualitative research is an approach used by exploring primary sources which are the focus of the research using in-depth interviews, FGD (Forum Group Discussion) and observation (Davison & Smith, 2018). Apart from that, this research also uses quantitative methods by collecting numbers in research as a basis for drawing conclusions in research (Joseph F. Hair Jr. William C. Black & Anderson, 2014).

This research will focus on 3 women with a productive age of 25-40 years who have been in business for > 10 years as key informants, 7 women with a productive age of 25 - 40 who have been in business for > 5 years as key informants in (FGD), 5 additional customer informants of all ages who have made purchases from MSMEs for processed seafood in Labuan -Banten- Indonesia.

The research method using triangulation will identify strengths, weaknesses, opportunities and threats based on the macro and micro conditions of MSMEs. Macro (socio-cultural, economic, technological, ecological, political and legal) and micro natural resources and human resources (skills, knowledge and competence). This research was conducted in 3 villages, namely Labuan, Caringin and Teluk villages. Apart from that, this research will use a quantitative method in the form of QSPM (Qualitative Strategic Planning Matrices) which aims to select and evaluate strategies that are priorities for business actors.

RESULTS AND DISCUSSION

Based on the findings with the main informants, key informants and additional informants using the triangulation method of in-depth interviews, FGDs and observations, the findings obtained were made in the form of an identification matrix as follows:

SWOT Matrix Identification Table

Strength S1. Abundant Natural Resources S2. Good distribution network S3. Village with a Tourist Area Focus S4. Local expertise S5. Gender Female Multitasking S6. Gender Women have advantages S7. Strengths of products that have local value S8. Marine catches vary	Weaknesses W1. Low education for fishermen and business people W2. Traditional product processing W3. The technology used is still traditional W4. Traditional product marketing W5. Lack of government support W6. There are many types of products on the market W7. The weather is unpredictable W8. Low product durability
Opportunity O1. Digitalization O2. Innovation and differentiation O3. Training and mentoring O4. Lifestyle orientation with healthy food O5. Focus on Ecotourism Development O6. Partnership, cooperation and collaboration O7. Improved product quality and certification O8. Strengthening local products	Threat T1Market and competition T2. Environmental and ecosystem damage T3. Social and cultural issues T4. Economic crisis T5. Uncertain government regulations T6. Extreme climate change T7. Price fluctuations T8. Human Error

Source: Data processed 2024

The matrix identification table above finds that there are 8 main strengths possessed by seafood businesses in Labuan Banten village. Apart from that, this research also identified 8 points of weakness, 8 points of opportunity and 8 points of threat which were the results of interviews and FGDs from informants in this study.

Based on the following matrix of strengths, weaknesses, opportunities and threats, respondents were then asked to determine the QSPM (Qualitative Strategic Planning Matrix) from each of the most important to least important variables. Weighted is determined by how much this variable is needed in this business with a number of 0.001 – 1.000. The larger the "weighted" number, it indicates that the item has a big influence on the business being run. Meanwhile, urgent strategic is the most important item in the seafood business in Labuan village. The number (1) indicates that the item is not urgent, (2) is quite urgent, (3) is urgent and (4) is very urgent. The following are the findings for identifying the influence and urgent items in each factor:

Table QSPM (Qualitative Strategic Planning Metrics)

Key Factor	Attraction coefficient	Points	Final Weight
Strength			
S1. Abundant Natural Resources	0,100	4	0,400
S2. Good distribution network	0,025	3	0,075
S3. Village with a Tourist Area Focus	0,030	3	0,090
S4. Local expertise	0,030	3	0,090
S5. Gender Female Multitasking	0,075	4	0,300
S6. Gender Women have advantages	0,100	4	0,400
S7. Strengths of products that have local value	0,050	3	0,150
S8. Marine catches vary	0,060	3	0,180
			1,685
Weaknesses			
W1. Low education for fishermen and business people	0,075	4	0,300
W2. Traditional product processing	0,075	4	0,300
W3. The technology used is still traditional	0,075	4	0,300
W4. Traditional product marketing	0,080	4	0,320
W5. Lack of government support	0,050	4	0,200
W6. There are many types of products on the market	0,050	3	0,150
W7. The weather is unpredictable	0,075	3	0,225
W8. Low product durability	0,050	3	0,150
	1,000		1,945
Opportunity			
O1. Digitalization	0,100	4	0,400
O2. Innovation and differentiation	0,080	3	0,240
O3. Training and mentoring	0,070	4	0,280
O4. Lifestyle orientation with healthy food	0,075	4	0,300
O5. Focus on Ecotourism Development	0,080	4	0,320
O6. Partnership, cooperation and collaboration	0,070	4	0,280

O7. Improved product quality and certification	0,090	4	0,360
O8. Strengthening local products	0,060	3	0,180
			2,360
Threat			
T1. Market and competition	0,050	4	0,200
T2. Environmental and ecosystem damage	0,050	4	0,200
T3. Social and cultural issues	0,030	3	0,090
T4. Economic crisis	0,025	3	0,075
T5. Uncertain government regulations	0,030	3	0,090
T6. Extreme climate change	0,060	4	0,240
T7. Price fluctuations	0,030	3	0,090
T8. Human Error	0,100	4	0,400
	1,00 0		1,385

Source: Data processed 2024

Based on the data above, it can be concluded that the QSPM on the important strength variables is (S1) Abundant Natural Resources and (S6) Female Gender has advantages. This finding is in accordance with research results and facts in the field that the most important strengths are abundant natural resources and women who have advantages in running this business. Meanwhile, the least important strength is (S2), namely a good distribution network. This is because from year to year there are no changes to the infrastructure in the area. Apart from that, other findings found that the highest and most urgent weakness in this business is (W4) Traditional product marketing. This is what makes this seafood business unable to grow and develop.

Other findings found that the highest level of influential and important opportunity was (O1) digitalization. This is in accordance with the facts on the ground that if traders can digitize it will change business for the better. Meanwhile, the highest threat is (T8) Human Error. This is possible because all business processes are carried out traditionally and manually so the risk of human error is very large.

DISCUSSION

Based on the results of the identification of strengths in this research, several results were found as follows:

1. **S1. The power of natural resources is abundant and unlimited.** Based on the results of interviews with key informants and FGDs, it can be explained that the strength of MSMEs for processed marine products in Labuan village is that natural resources are abundant, such as fish, shrimp, crab and other marine products, so that raw materials in the production process are guaranteed.
2. **S2. Good distribution network.** The results of the observations found that the road to Labuan village from downtown Jakarta is a journey of 3 hours or 100km. This gives the village of Labuan the strength to facilitate the distribution process to the city centre
3. **S3. Labuan Village is a village with a tourist area focus in 2018.** This focus will add value to the strength of Labuan village and especially Pandegalang district to be able to increase its value as a tourist area. The hope is that by becoming a tourist area there will be many visitors which can improve the economy of the tourist area
4. **S4. Competence and expertise of Local residents.** This finding is important because the residents of Labuan village have been in this profession for quite a long time, ranging from 10 - 30 years

from generation to generation. Therefore, the expertise of local residents in sailing to find marine products and processing them into culinary ingredients is a very high strength.

5. **S5. Multitasking female gender.** Women are humans created by God with many abilities. One of them is multitasking, where women can do several jobs at one time. Naturally, women in Labuan village can care for children while hanging fish to dry.

6. **S6. Gender Women have advantages.** Apart from gender multitasking, women in Labuan village also have high resistance to change, where women quickly adapt to changes in the environment. Apart from that, the perseverance possessed by these women makes them able to survive in life.

7. **S7.** Another strength possessed by women in seafood business is: **The products produced are unique and have local wisdom** such as "dendeng japu" which is made from fish dried for several days with a delicious taste and has been made decades ago. Apart from that, "Pindang Fish" is cooked using a combination method of boiling and salting with low salt content for a certain time. The traditional workmanship makes this product have very strong local value.

8. **S8.** Other strengths possessed by villages in Labuan subdistrict are **very varied catches** from the sea in Labuan village with dozens of types of fish, several types of crab, shrimp and squid.

Weaknesses

Based on the results of this observation and research, several weaknesses that can be identified in this research are:

1. **W1. The average education of the population is still low.** The results of this research show that the average education of these marine product MSME entrepreneurs is elementary and middle school. This happens because the majority of the population still believes that education is not an important part of life because the experience and ability to sail at sea is an achievement that the population must have.

2. **W2. Product processing is still traditional.** The results of this research also found that the products produced by marine product MSMEs in Labuan Village are still very traditional. To produce a "salted fish" product, it must go through a salting process and be dried in the sun for 3-4 days. This salting process is carried out using 2 methods, namely dry salting and wet salting. The same thing applies to the process of making crackers, where the fish that has been shaped and seasoned must be dried in the sun at a hot temperature for 2 days.

3. **W3. The technology used is still traditional.** The results of this research also show the same results where the technology used by business people is still very traditional. Where to cut and divide fish, human power is still used manually. After that, the salting and drying process is also carried out using human power and is done manually until the drying process still uses sunlight. The final packaging process also still uses traditional tools with ordinary plastic and wax as plastic adhesive.

4. **W4. Marketing is still traditional.** Findings in the field found that the marketing carried out by MSMEs of processed seafood in Labuan village was still traditional. They sell seafood products to tourists who travel to Anyer and Carita beaches on foot.

5. **W5. Lack of Government Support.** Other findings found that there is still low government support for MSME business actors in seafood products in Labuan Village, Banten. Almost all main, key and additional respondents concluded the same thing, namely that the government does not play a role in improving the performance of MSMEs. This can be seen from the absence of capital assistance, no assistance with facilities and infrastructure such as fishing boats. Apart from that, there is also no development and training assistance for business actors.

6. **W6. Several types of products already exist on the market.** Findings in the field found that there are similarities between several local products and products on the market, such as crackers and otak otak, even though each product has its own characteristics and uniqueness from the others. This makes the power of the product that has been made weaker because it is easy to find on the market

7. **W7. Uncertain weather.** The most important weakness for business actors is the uncertain weather and climate conditions because when the waves at sea are high, fishermen do not go to sea, which impacts the limited raw materials for making processed marine products. Apart from that, during the rainy season, business actors cannot dry processed products such as salted fish, japu jerky and crackers. This will have an impact on business continuity during the rainy season.

8. **W8. Low Product Durability.** Other findings found that some of these processed products have low shelf life, being easily stale, rotten and sluggish. This is a very big weakness for fish processing business people

Opportunity

Based on the findings from opportunity identification in this research, several findings were produced as follows:

1. **O1. Digitalization.** The findings in the field identify the need to change the marketing methods of business actors to switch to digitalization. Utilization of the internet and market place is important for the success of the seafood business in Labuan village.

2. **O2. Innovation and Differentiation.** Findings in the field also reveal opportunities that with the many variations of fishermen's catches such as fish, crab, shrimp and squid, they can become new unique products that have competitive advantages which are certainly difficult to imitate by other products on the market.

3. **O3. Training and mentoring.** Other findings in the field found that there is a need for training and mentoring which is a transfer of knowledge and experience to increase the understanding of business actors in running a marine products business.

4. **O4. Orientation to a healthy lifestyle with healthy food in the future.** Nowadays, society's view of a healthy lifestyle has become an important goal for life. Therefore, the orientation of Indonesian society towards consuming healthy food such as fish is a potential factor for business actors to be able to improve their performance. With a paradigm shift, switching healthy food from beef to fish will have a high influence on the success of this business.

5. **O5. Focus on Ecotourism Development.** Changing the focus of a village into a tourist area is an important point for the success of business actors. Ecotourism is ecologically sustainable tourism that focuses on nature management to encourage understanding, appreciation and conservation of the environment and culture. This combination is an important part in the successful performance of seafood business actors in Labuan Banten village.

6. **O6. Partnership, Cooperation and Collaboration.** Another opportunity that can improve the performance of marine processing business actors in the village of Labuan, Banten, Indonesia is through partnerships and collaboration with related parties such as communities, fish business groups (KUI), and regional and central government institutions to be able to play an active role and collaborate in improve the performance of business people. Apart from that, MSME business actors can also collaborate with larger business actors with the aim that these products can then be sold abroad, not only at the national level.

7. **O7. Improved product quality with certification.** Another finding shows that the opportunity that can be implemented is to create certification for products so that customers will have more trust and confidence in the standards of production, processing and packaging carried out by business actors so that their confidence in buying products will be higher.

8. **O8. Strengthening Local Products.** Another opportunity that can be achieved by business people is by strengthening marketing strategies such as branding, brand image, distribution channels and strengthening the value of product values.

Threat

Based on the results of identifying threats from marine products business actors, several threats can be found as follows:

1. **T1. Market and Competition.** Markets and competition are the most real threats for business actors. Similar products with the same process and materials will become products with intense competition. However, in reality, the products offered by MSMEs in Labuan village have some similarities, such as salted fish, crackers and fish brains.
2. **T2. Environmental and ecosystem damage.** Continuous use of marine products without full awareness will have an impact on damage to aquatic habitats and marine ecosystems. This will be a threat to the sustainability of the seafood business in Labuan Banten village.
3. **T3. Social and Cultural Issues.** Advances in technology and information in society have resulted in lifestyle, behaviour, social and cultural changes in people's lives. This change will change the views of many Labuan villagers regarding providing for their family economically. The prospect of changing livelihoods or professions other than fishermen and MSME businesses in marine products is a big challenge for the residents. Content creators and other businesses that may be more promising will change the mindset of business people to be able to find other income apart from fishing and processing marine products.
4. **T4. Economic Crisis.** The economic crisis is something that can also be a threat to business people. The increasingly difficult economic situation will affect the productivity of fishermen in providing fuel for ships and will result in decreased catches so that raw materials for processing marine products will decrease. The economic crisis will also ultimately put pressure on the income of business people, where production companion materials will become more expensive, which will directly affect the performance of MSMEs for processed seafood in Labuan Banten village.
5. **T5. Uncertain government regulations.** Apart from the economic crisis, uncertain government regulations can also threaten the business continuity of seafood business players in Labuan village. Laws regarding fishing and higher taxes will have an impact on the sustainability of seafood businesses in the village of Labuan, Banten, Indonesia
6. **T6. Extreme Climate Change.** Climate is an important factor in the sustainability of this business. The increasingly unpredictable climate means this business has high business uncertainty. Throughout the year the climate in Labuan village is difficult to predict which makes big waves and rain all month long so that fishermen cannot go to sea. This ultimately has an impact on the sustainability of the seafood business in Labuan Banten Village
7. **T7. Price Fluctuations.** Price is an important factor in the production process. Prices that have a high level of fluctuation will provide high uncertainty and risk for fish processing businesses.
8. **T8. Human Error.** The high use of human labour in MSMEs for processed marine products makes this business have a higher risk due to limited humans as a production factor.

CONCLUSION

Based on the research findings above, it can be concluded that there are 8 items of strength, 8 items of weakness, 8 items of opportunities and 8 items of threats that exist in the businesses run by MSME business actors in processed marine products in Labuan District which consists of 3 villages, namely Labuan, Caringin and Bay. Other results show that the forces that have the highest influence and urgency are abundant natural resources and the female gender which has advantages in business resilience and perseverance. Meanwhile, the most influential and important weakness in this business is marketing which is still done traditionally. The most influential and important opportunity variable in this research is the opportunity to change the business system with digitalization, while the most influential and high threat in this research is human error and extreme climate change in the region.

The study's limitations include its focus on general business factors rather than specific areas such as marketing, human resources, or finance, and the lack of development of alternative strategies beyond identifying SWOT factors. The implications of these findings suggest that while the MSMEs possess significant internal strengths and opportunities, addressing their weaknesses, particularly in marketing, and mitigating external threats will be crucial for their long-term sustainability and growth. Additionally, the findings highlight the importance of supporting digital transformation and developing strategies to enhance business resilience in the face of environmental challenges.

Suggestion

This research is research conducted to identify key factors in determining strategies in running a business. Researchers hope that future research can focus more on marketing strategies in seafood businesses in the village of Labuan, Banten, Indonesia. The marketing strategy in question is to look at the details of the product, packaging, price and promotion of the product being offered.

Acknowledgments

This research project is supported by the Ministry of Research, Technology and Higher Education Indonesia (KEMENRISTEK DIKTI).

REFERENCES

- Ab Talib, M. S., & Hamid, A. B. A. (2014). Halal logistics in Malaysia: A SWOT analysis. *Journal of Islamic Marketing*, 5(3), 322–343. <https://doi.org/10.1108/JIMA-03-2013-0018>
- Davison, R. C. R., & Smith, P. M. (2018). Quantitative data analyses. In *Research Methods in Physical Activity and Health*. <https://doi.org/10.4324/9781315158501-17>
- Fadhli Nursal, M., Fikri, A. W. N., Istianingsih, Hidayat, W. W., Bukhari, E., & Untari, D. T. (2019). The business strategy of “Laksa” culinary tourism in Tangerang, Indonesia. *African Journal of Hospitality, Tourism and Leisure*, 8(5), 1–9.
- Glaister, K. W., & Richard Falshaw, J. (1999). Strategic planning: Still going strong? *Long Range Planning*, 32(1), 107–116. [https://doi.org/10.1016/S0024-6301\(98\)00131-9](https://doi.org/10.1016/S0024-6301(98)00131-9)
- Hakim, A. L. H. L. (2019). BUDAYA RUANG DAN STRATEGI PENGEMBANGAN BISNIS MIKRO (Studi Kasus di Pandeglang). *Transparansi Jurnal Ilmiah Ilmu Administrasi*, 1(2), 158–165. <https://doi.org/10.31334/trans.v1i2.300>
- Helms, M. M., & Nixon, J. (2010). Exploring SWOT analysis – where are we now?: A review of academic research from the last decade. In *Journal of Strategy and Management* (Vol. 3, Issue 3). <https://doi.org/10.1108/17554251011064837>
- Helms, M. M., Rodrí Guez, M. A., Ríos, L. D. L., & Hargrave, W. B. (2011). Entrepreneurial potential in Argentina: A SWOT analysis. *Competitiveness Review*, 21(3), 269–287. <https://doi.org/10.1108/10595421111134859>
- Jay B. Barney. (1986). Organizational Culture: Can It Be a Source of Sustained Competitive Advantage? *Academy of Management Review*, 11(3), 656–665. <https://doi.org/10.5465/AMR.1986.4306261>
- Joseph F. Hair Jr. William C. Black, & Anderson, B. J. B. R. E. (2014). *Multivariate Data Analysis* Seventh Edition.
- Klaas Jagersma, P. (2009). The strategic value of sustainable stakeholder management. *Business Strategy Series*, 10(6), 339–344. <https://doi.org/10.1108/17515630911005619>
- Lee, S. F., lo, K. K., Leung, R. F., & Sai on ko, A. (2000). Strategy formulation framework for vocational education: integrating SWOT analysis, balanced scorecard, QFD methodology and MBNQA education criteria. *Managerial Auditing Journal*, 15(8), 407–423. <https://doi.org/10.1108/02686900010353999>
- Mohammad, H. I. (2019). Mediating effect of organizational learning and moderating role of environmental dynamism on the relationship between strategic change and firm performance. *Journal of Strategy and Management*, 12(2), 275–297. <https://doi.org/10.1108/JSMA-07-2018-0064>
- Munro, J. F., & Giannopoulos, G. A. (2018). Publicly Funded Research and Innovation in the P. R. China and the Outlook for International Cooperation. *Lecture Notes in Mobility*, 5(2), 55–104. https://doi.org/10.1007/978-3-319-68198-6_3
- Nasreen, K., & Afzal, M. T. (2020). Strengths, weaknesses, opportunities and threats in higher education: a SWOT analysis of Allama Iqbal Open University Islamabad (Pakistan). *Asian Association of Open Universities Journal*, 15(3), 321–333. <https://doi.org/10.1108/AAOUJ-11-2019-0052>
- Newbert, S. L. (2007). Empirical research on the resource-based view of the firm: An assessment and suggestions for future research. *Strategic Management Journal*, 28(2), 121–146. <https://doi.org/10.1002/smj.573>

- Nourbakhsh, S. A., Hassanpour Darvishi, H., & Ebrahimi, H. (2023). Develop and prioritize domestic wastewater use scenarios with SWOT and QSPM analytical matrices — case study: Sabzevar City treatment plant. *Desalination and Water Treatment*, 285, 189–203. <https://doi.org/10.5004/dwt.2023.29303>
- Rianto, M. R., Jasfar, F., & Arafah, W. (2021). Mediating Effect of Organization Learning on the Relationship Between Strategic Change , Knowledge Management and Transformational Leadership ; Case of Indonesia Islamic Banks. 10(3), 26–49.
- Rianto, M. R., Sulistyowati, A., Sari, R. K., Handayani, M., & Woestho, C. (2019). Indonesian Demographic Bonus : Determinants of Intention to Use the Cellular Application of Tourism in Indonesia ' s Millennial Generation. 9(2), 1–14.
- Rianto, M. R., Woestho, C., & Noor, A. W. (2022). The Role of Mediating Innovation and Social Media : Market Orientation and Entrepreneurial Orientation on the Performance of MSME ' s Processed by Sea Products in Labuan Village , Banten. 1(8), 1703–1714.
- Statistik, badan pusat. (2022). Luas Wilayah. Data Public, 8.5.2017, 2003–2005.
- Sumiarsih, N. M., Legono, D., & Kodoatie, R. J. (2018). Strategic Sustainable Management for Water Transmission System: A SWOT-QSPM Analysis. *Journal of the Civil Engineering Forum*, 4(1), 29. <https://doi.org/10.22146/jcef.30234>
- Suratman, D. J. (2021). Pemasaran Hasil Kelautan Dan Perikanan Di Masa Pandemi Covid-19. 19.
- Triana, C., Richard, O. C., & Su, W. (2019). Gender diversity in senior management , strategic change , and firm performance : Examining the mediating nature of strategic change in high tech firms. *Research Policy*, August 2018, 1–13. <https://doi.org/10.1016/j.respol.2019.03.013>
- Valentin, E. K. (2001). Swot Analysis from a Resource-Based View. *Journal of Marketing Theory and Practice*, 9(2), 54–69. <https://doi.org/10.1080/10696679.2001.11501891>
- Wang, Y., & Ellinger, A. D. (2008). Organizational learning innovation performance. <https://doi.org/10.1108/01437721111158189>