



Journal home page: <http://ajarcde-safe-network.org> ISSN 2581-0405

Implementation of SWOT Analysis in Improving Employee Performance at Elan Chocolate Surabaya

Rizky Kharizma Ilham¹, Pawana Nur Indah*, Ika Sari Tondang¹

¹Department of Agribusiness, Faculty of Agriculture, Universitas Pembangunan Nasional "Veteran" Jawa Timur, Surabaya., Indonesia

ARTICLE INFO

Article History:

Received: 18 December 2024

Final Revision: 18 December 2024

Accepted: 18 December 2024

Online Publication: 31 January 2025

KEYWORDS

Human Resource Management, Employee Performance, SWOT

CORRESPONDING AUTHOR

*E-mail: pawana_ni@upnjatim.ac.id

ABSTRACT

Elan Chocolate Company as one of the best MSMEs in Surabaya does not guarantee to have a good human resource system. This study aims to find out the condition of the Company as seen from the SWOT analysis which aims to improve the performance of Elan Chocolate Surabaya employees. The sample collection method was purposive sampling with a total of 6 respondents. Data collection using interviews assisted by questionnaires. The first objective was analyzed with qualitative description, namely classifying Elan Chocolate Surabaya employees. The second objective was analyzed by Likert analysis assisted by a questionnaire identifying the performance of Elan Chocolate Surabaya employees. The third objective is to analyze the condition of the Company using a SWOT analysis to find out the Company's position to find out the Company's best strategy in improving employee performance. The results of the study show that 1) the classification of employees is quite diverse, but the average employee who graduated from junior high school, has an age range of 20-25 years. 2) Employee performance is assessed, especially in the production division, there are 4 types of assessments, quality, quantity, efficiency, and creativity. The assessment was found to be an average of the total value of the entire production division starting from quality (3.49), quantity (3.54), efficiency (3.53), and creativity (3.53). 3) The results of the SWOT analysis of the Company's condition found a SWOT matrix in Quadrant I. This means that the Company's condition is aggressive. The strategy that must be applied to Elan Chocolate Surabaya is the one that supports the policy of the strategy to improve employee performance.

Contribution to Sustainable Development Goals (SDGs)

SDG 8: Decent Work and Economic Growth

SDG 4 – Quality Education

SDG 9: Industry, Innovation, and Infrastructure:

SDG 12: Responsible Consumption and Production: .

1. INTRODUCTION

1.1. Research Background

The food and beverage industry is one of the sectors that has the potential to be developed because it is supported by the availability of domestic human resources. HR is usually managed by a company/organization to develop the company/industry by

implementing all company values and culture with a specific management called Human Resource Management.

Human resource management abbreviated as Human Resource Management is a science/way of regulating the relationship between the two roles of resources (labor) owned by individuals efficiently and effectively and can be used maximally so that the common goals of the Company, employees and society are achieved [1]. The products produced by these employees are currently the centre of attention to improve employee



This work is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License
Published under licence by SAFE-Network

performance. One of the factors that drives organizational performance is employee motivation.

A SWOT analysis allows organizations to understand their position and develop a competitive strategy. SWOT analysis can be applied not only at the organizational level, but also at the application level, such as in tourism destination planning or to analyze products or services [2]

The integration of SWOT with other methods, such as AHP (Analytical Hierarchy Process), can help the SWOT analysis process to be more analytical and detailed, so that alternative strategic decisions can be prioritized [3]. In addition, SWOT analysis can also be integrated with other methods such as TOPSIS (Technique for Order Preference by Similarity to Ideal Solution) to evaluate and prioritize strategies [4]

SWOT analysis has proven effective in evaluating health programs and plans, helping to identify health priorities and suggest changes in health system reform by involving all stakeholders [5]. SWOT analysis can also be used to evaluate the green agenda of the festival and offer avenues for improvement [6].

Overall, the references provided show that SWOT analysis is a very relevant tool and can be used to improve employee performance at Elan Chocolate Surabaya. A SWOT analysis can help organizations identify strengths, weaknesses, opportunities, and threats related to employee performance, so that they can formulate the right strategies to improve them.

1.2. Literature Review

SWOT analysis is a strategy analysis by focusing attention on strengths, weaknesses, opportunities and threats which are critical to the success of the strategy. Therefore, it is necessary to identify the opportunities and threats faced as well as the strengths and weaknesses of the strategy through an analysis of the environment. So the purpose of SWOT analysis is to justify the internal and external factors that have been analyzed [7]

In the context of improving employee performance, SWOT analysis can be used to identify key factors that can affect the success or failure of an organization [8]. A SWOT analysis can help organizations understand internal strengths and weaknesses as well as external opportunities and threats, which can then be used to formulate appropriate strategies [9]

Several studies have also shown that SWOT analysis can be used to determine organizational development strategies [10], evaluate the implementation of hospital management information systems [11], and even to analyze parallel processing APIs. SWOT analysis has proven to be a useful tool in strategic planning and decision-making across various sectors.

1.2.1. SWOT Component

1. Strengths:

- Internal strengths possessed by the organization or Company, such as resources, capabilities, and core competencies [12], [13], [14].
- Examples of strengths can be affordable prices, efficient production systems, or employee expertise [13], [15].

2. Weaknesses:

- Internal limitations or shortcomings owned by the organization or Company [12], [13], [14].
- Examples of weaknesses can be inadequate sales systems, lack of innovation, or poor management [13], [15].

3. Opportunities (Peluang):

- External factors that can be utilized by an organization or Company to achieve goals [12], [13], [14].
- Examples of opportunities can be in the form of effective marketing strategies, technological developments, or changes in consumer preferences [13], [15].

4. Threats:

- External factors that can hinder or threaten the sustainability of an organization or Company [12], [13], [14].
- Examples of threats can be in the form of fierce competition, regulatory changes, or unstable economic conditions [13], [15].
- SWOT analysis is carried out by identifying and evaluating the four components, then using the information obtained to formulate the right strategy for the organization or Company [12], [13], [14].

1.2.2. SWOT Matrix

The SWOT matrix is a tool to match so that it can help companies improve 4 types of strategies in the form of SO (*Strength-Opportunities*) strategy, WO (*Weakness-Opportunities*) strategy, ST (*Strength-Threats*) strategy, and WT (*Weakness-Threats*) strategy [16].

Table 1. SWOT Matrix

Internal Strategy Factors (IFAS)	STRENGTHS (S)	WEAKNESSES (W)
External Strategy Factors (EFAS)	Define 5-10 internal strength factors	Determine 5-10 internal weaknesses
OPPORTUNITIES (O)	STRATEGY (SO)	STRATEGY (WO)
Determine 5-10 external opportunity factors	Create a strategy that uses strength to take advantage of opportunities	Create a strategy to minimize weaknesses to take advantage of opportunities
THREATS (T)	STRATEGY (ST)	STRATEGY (WT)
Determine 5-10 factors EXTERNAL THREAT	Create a strategy that uses power to overcome threats	The strategy that minimizes weaknesses and avoids threats

Source: [16].

A. SO Strategy

Strategies that are created according to the Company's way of thinking and desires. Use all your strengths and take advantage of the opportunities that exist. The Company will maneuver maximally and simultaneously to achieve the goal. Creating appropriate ideas and breakthroughs to take advantage of existing opportunities.

B. ST Strategy

Strategies in overcoming losses that will occur by creating existing strengths. The Company will try to take advantage of the Company's threats and process them into an added / positive value to minimize existing losses.

C. WO Strategy

Strategies that are created by minimizing existing weaknesses and taking advantage of opportunities. The Company will try to minimize the Company's weaknesses and process them into an added / positive value to minimize existing losses.

D. WT Strategy

The strategy is defensive, trying to minimize weaknesses and avoid existing threats.

1.2.3. Internal Strategy Factors (IFAS) and External Strategy Factors (EFAS)

IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) analysis are tools used to evaluate a company's internal and external factors. According to Ref. [17] the steps in the IFAS analysis include:

1. Identify the Company's strengths and weaknesses.
2. Weights each factor on a scale of 0.0 to 1.0, for a total overall weight of 1.0.
3. Determine the rating for each factor on a scale of 1 to 4, based on the influence of that factor on the Company's condition.
4. Multiply the weights by the ratings to get the weighting score.
5. Summing up the weighting scores to obtain a total score that reflects the Company's response to its internal factors.

Here is an example of Internal Strategy Factors (IFAS) Matrix based on literature research:

Table 2. Internal Strategy Factors (IFAS) Matrix

Internal Strategy Factors	Weight	Rating	Weight x Rating
Strength			
weakness			
Total			

Source: [16]

A similar process is applied in EFAS analysis to assess external factors of the Company, such as opportunities and threats. According to Ref. [17], the steps include:

1. Identify opportunities and threats to the Company.
2. Weights each factor on a scale of 0.0 to 1.0, for a total overall weight of 1.0.
3. Determine the rating for each factor on a scale of 1 to 4, based on the influence of that factor on the Company's condition.
4. Multiply the weights by the ratings to get the weighting score.
5. Summing up the weighting scores to obtain a total score that reflects the Company's response to its external factors.

Here an example of External Strategy Factors (IFAS) Matrix based on literature research

Table 3. External Strategy Factor (EFAS) Matrix

External Strategy Factors	Weight	Rating	Weight x Rating
Opportunities			
Threat			
Total			

Source: [16]

The results of IFAS and EFAS analysis are used to develop strategies that are following the Company's internal and external conditions. This analysis helps companies capitalize on strengths and opportunities, as well as address the weaknesses and threats they face.

1.3. Research Objective

This study aims to identify employees of the production division of Elan Chocolate Surabaya, evaluate their performance, and formulate performance improvement strategies through SWOT analysis.

2. MATERIALS AND METHODS

This research was carried out purposively at Elan Chocolate, Surabaya, located on Jl. Gunung Anyar Tambak Gg. Tempura 2 No. 51. The object of the study is the performance of employees of the production division consisting of 6 people: 2 employees from the printing team, 2 from the packaging team, each team head, head of the production division, and the company owner. The selection of focus on production employees is based on their association with the decline in production capacity. The analysis was carried out in a qualitative descriptive manner with the Likert scale benchmark as a scoring method to assess employee performance by directly identifying each employee of the production department at Elan Chocolate Surabaya.

3. RESULT AND DISCUSSION

3.1 SWOT Analysis in Improving Employee Performance at Elan Chocolate Surabaya

SWOT analysis is the systematic identification of various factors to formulate a company's strategy. This analysis is based on logic that can maximize strengths and opportunities, but together can minimize weaknesses and threats. An explanation of the SWOT table of Elan Chocolate Company Surabaya is in Table 4.

Table 4. explaining the internal environment which includes strengths and weaknesses and the external environment which includes opportunities and threats to Elan Cokelat Surabaya, the author presents the data obtained regarding human resource management strategies in improving employee performance by conducting direct interviews with parties related to this research

3.2 IFAS Matrix Analysis and Matrix EFAS Analysis

The SWOT analysis was carried out by compiling the IFAS (Internal Factor Analysis Summary) Matrix and the EFAS (External Factor Analysis Summary) Matrix. This process begins with the weighting of the Company's strategic factors to determine its influence.

The IFAS matrix identifies the Company's internal strengths and weaknesses. Meanwhile, the EFAS Matrix focuses on opportunities and external threats. Internal and external weighting is based on the assessment of each strategic factor, determining which is the most and least influential.

Table 4. SWOT Table of Elan Chocolate Company

Internal Factors	External Factors
Strength <ol style="list-style-type: none"> Complete and adequate work facilities and equipment; Compensation for outstanding employees; Education, training, and workshops for employees every year; Have clear SOPs and work guidelines Prioritizing employees who live in Gunung Anyar sub-district There are vacation activities that are held every 4 months 	Opportunity <ol style="list-style-type: none"> The number of employees who need jobs is as many as the number of job applicants. The number of cooperation between agencies on workforce training Collaboration with distributors of raw material suppliers The need for ever-increasing demand for products Minimal similar employment opportunities
Weakness <ol style="list-style-type: none"> Employee performance appraisal conducted once a year Lack of employee work discipline such as arriving late and inefficient use of rest time. Weak regulations in the Company Weak human resources resulting in slow adaptation Slow raw material restock system Employees do not understand the content of the labor regulations guidelines Healthy employee lifestyle 	Threat <ol style="list-style-type: none"> Extreme hot weather results in disruption of the production process The switch of consumers to similar products Increasing MSMEs and similar SMEs in Surabaya Job offers from competing companies Increase in raw material prices The increasing level of living needs

Source: Primary Data Processed, 2024

Weighting and rating function to identify strategic factors and their positive and negative impacts. Positive impacts are strengths and opportunities, while negative impacts are weaknesses and threats.

The IFAS and EFAS Matrix information is then used to create a SWOT diagram and implement it into the Company's strategy. In summary, the steps of this SWOT analysis are:

1. Data Collection: Collects company internal (strengths and weaknesses) and external (opportunities and threats) data.
2. Factor Weighting: Weighting each factor based on its level of importance.

3. Preparation of IFAS and EFAS Matrix: Prepares a matrix to summarize internal and external factors, weights, and ratings.
4. SWOT Diagram Creation: Visualize the analysis results in a SWOT diagram.
5. Strategy Implementation: Implementing a strategy based on the SWOT analysis results.

A SWOT analysis aims to maximize strengths, minimize weaknesses, take advantage of opportunities, and deal with threats so that the Company can achieve its goals.

Table 5. Matrix IFAS (Internal Factor Analysis Summary)

Internal Factors	Weight	Rating	Shoes
Strengths			
1. Complete and adequate work facilities and equipment	0.09	4	0.36
2. Compensation for outstanding employees	0.09	4	0.36
3. There is education and training for employees every year	0.07	3	0.20
4. Have clear SOPs and work guidelines	0.06	2.5	0.14
5. Prioritizing employees who live in Gunung Anyar sub-district	0.07	3	0.20
6. There are vacation activities that are held every 4 months	0.07	3	0.20
Sub Total Strength	0.44	19.5	1.47
Weaknesses			
1. Employee performance appraisal conducted once a year	0.10	1	0.10
2. Lack of employee work discipline, such as arriving late, inefficient use of rest time,	0.08	2.5	0.20
3. Weak regulations in the Company	0.09	2	0.18
4. Weak human resources resulting in slow adaptation	0.08	2.5	0.20
5. Slow raw material restock system	0.09	1.5	0.13
6. Employees do not understand the content of the labor regulations guidelines	0.06	3	0.17
7. Unhealthy employee lifestyle	0.07	2.75	0.19
Sub Total Weakness	0.56	15.25	1.16
Total	1.0	34.74	2.63

Source: Primary Data Processed, 2024

Table 5. Matrix IFAS of Elan Chocolate Surabaya company above explains that The strength value is the highest value with a total of 1.47 compared to the weakness score of 1.16, so the value that can be presented based on policy is the strength value.

The strength value shows that the Company can respond to internal factors by utilizing existing strengths to overcome weaknesses. The dominant strengths that Elan Chocolate

Surabaya has consecutively are having good facilities and infrastructure, decent compensation, education and training for employees, vacations every 4 months, clear work guidelines, and prioritizing employees close to the Company's location. Good facilities and infrastructure and also the provision of decent compensation have a value of 0.36. The second position is education and training for employees, employee zoning priorities, and vacation activities held routinely every few months have a

value of 0.20. The third position, with a value of 0.14 companies, has clear operational procedures.

For the weaknesses faced by the Company, there are 2 main things, weak employee human resources and a low level of discipline with a nilan of 0.20. Third, employees' lifestyle is unhealthy, from food to less rest hours has a value of 0.19. The weak regulation in the Company is the next order with a nilan of 0.18. The four employees have not fully understood the

guidelines for work regulations provided by the Company, which have been adjusted to the Company's needs with a value of 0.17. Late restocking of raw materials is one of the weaknesses that is quite supportive of the fifth place with a value of 0.13. Finally, the five labor assessments are carried out once a year with a value of 0.10.

Table 6. Matrix EFAS (External Factor Analysis Summary)

External Factors	Weight	Rating	Shoes
Opportunity			
The number of employees who need jobs is as many as the number of job applicants	0.12	4	0.48
The number of cooperation between agencies on workforce training	0.07	4	0.28
Cooperation with distributors of raw material suppliers	0.12	3	0.36
The need for ever-increasing demand for products	0.12	3.5	0.42
Minimal similar employment opportunities	0.11	3	0.32
Sub Total Opportunities	0.54	17.50	1.86
Threats			
Extreme hot weather results in disruption of the production process	0.11	5	0.56
The switch of consumers to similar products	0.10	2.5	0.25
Increasing MSMEs and similar SMEs in Surabaya	0.06	2	0.13
Job offers from competing companies	0.06	3	0.19
Increase in raw material prices	0.06	1.75	0.10
The increasing level of living needs	0.07	2.25	0.16
Sub Total Threats	0.46	16.50	1.38
Total	1.0	34.75	3.17

Source: Primary Data Processed, 2024

Table 6. The EFAS (External Factor Analysis Summary) Matrix of Elan Chocolate Surabaya company above explains that the opportunity value is the highest value with several 1.86 compared to the threat value (Threats) of 1.38, so the value that can be presented based on the policy is the opportunity value.

The value of opportunities shows that the Company can respond to external factors in facing opportunities and overcoming threats. The main chance that Elan Chocolate Surabaya has in a row is the number of prospective employees who need jobs such as the number of applicants who apply for the Company with a score of 0.48. Coming in second with a score of 0.42 is the need for an ever-increasing demand for the product. Third, cooperation with distributors who supply raw materials with a value of 0.36. The four similar jobs that are minimal have a value of 0.32. The last one is fifth with a value of 0.28 for the amount of cooperation between agencies on labor training.

The main threat Elan Chocolate Surabaya faces is the extremely hot weather, which results in the disruption of the production process with a value of 0.56, followed by the switch of consumers to competing companies with a value of 0.25. Employees who can move to another company are in third place with a score of 0.19. Furthermore, the fourth threat with a value of 0.16 is the high need for life in line with the times. Then the fifth with a value of 0.13 is the increase in MSMEs and similar SMEs in Surabaya. Fifth, with a value of 0.10 increase in raw material prices.

The series of scores produced based on the results of the arrangement of internal and external factors shows the Company's position in the SWOT quadrant, which is known based on the following calculations:

$x = \text{Total Strength Value (S)} - \text{Total Weakness Value (W)}$

$y = \text{Total Opportunity Value (O)} - \text{Total Threat Value (T)}$

Where:

$x = \text{Total Strength Value (S)} - \text{Total Weakness Value (W)}$

$= 1.47 - 1.16$

$= 0.31$

$y = \text{Total Opportunity Value (O)} - \text{Total Threat Value (T)}$

$= 1.86 - 1.38$

$= 0.48$



Fig. 1 SWOT Diagram Chocolate Elan Company

It can be seen that Elan Coco Surabaya is in the position of Quadrant I, which supports a progressive strategy. The position of the first quadrant is a very favorable situation. Elan Chocolate Surabaya has strengths that can be used to take advantage of existing opportunities (Figure 1).

The strategy that must be applied to Elan Chocolate Surabaya is the one that supports the strategy policy to improve employee performance. This strategy is supported by efforts to build the character of human resources, which are more creative and innovative in improving the quality of service and sales to increase profits.

3.3 SWOT Result Analysis

Based on the analysis of the data of the research results that have been presented previously, it can be described as follows:

3.1.1. Internal and External Conditions

1. The Company's internal condition is relatively good, as stated by the fact that the value of its strengths exceeds its weaknesses.
2. The Company's external condition is relatively good, as stated by the Company's opportunity value exceeding its threat value.
3. The dominant strength of the Company is the complete company facilities and the provision of compensation proportional to the work given; both are the essential things for an employee to choose a career in this Company. The second is training for each workforce, prioritizing prospective employees close to the Company, and providing a joint vacation every 4 (four) months to maintain performance stability. Finally, with the lowest score, the Company has a fairly good standard operating procedure.
4. The main weakness that the Company is experiencing is the lack of discipline from employees and also low human resources in education, resulting in them finding it difficult to understand and relate to the work environment, in terms of fellow workers and also the work itself. Second, the unhealthy nose pattern of employees, from the results of interviews found that employees often sleep at night, unnutritious food and also snacks carelessly. Third, employees do not understand the work guidelines that the Company has made. Fourth, product restout systems that are often late result in a lot of unproductive hours done by employees. Finally, the work assessment is only done once a year.
5. The opportunities that companies are facing are quite diverse, the most potential is the number of job applicants who have registered, this is an opportunity for companies to reposition employees who are considered incompetent in carrying out their obligations. Second, the demand for products is increasing every period. Then the Company has a lot of cooperation with supplier companies, the company name is known quite well in doing business, this is an opportunity for the Company to get special rewards from supplier distributors such as price discounts, raw material availability, to payment delays. Fourth, similar jobs that rarely exist in the environment around the Company. Finally, there is frequent cooperation between agencies regarding improving workforce quality through training and workshops.
6. The threat that the Company is facing is the most dominant extreme hot weather, this dramatically affects employee performance in terms of the energy produced and also from imperfect finished production. Second, consumers are switching to similar products on the market. Third, there are employee job offers to other companies because there are many producers in the area where the Company is located, even though they are not one line. Fourth, the high demand for living is increasing, resulting in employees looking for a sufficient salary for a decent life. Fifth, there are growing competitors in terms of SMEs and similar MSMEs, but this happens in competition outside cities such as Malang, Pasuruan, and Probolinggo. The increase in raw materials is the threat with the lowest value because from the distributor-supplier side, a lot of compensation is given to the Company.

3.1.2. Elan Brown Surabaya's Position in the SWOT Quadrant

Based on the results of the SWOT quadrant calculations, it can be seen that the Company is in Quadrant I. This position shows a very favorable situation. The Company has opportunities and strengths that it can take advantage of. The strategy recommendations are to support an aggressive strategy, meaning that the organization is in prime and steady condition so that it is possible to continue to expand, increase growth, and achieve maximum progress.

The strategy that must be applied to Elan Chocolate Surabaya is the one that supports the strategy policy to improve employee performance. This strategy is supported by efforts to build the character of human resources, which are more creative and innovative in improving the quality of service and sales to increase profits.

Determination of Elan Chocolate Surabaya Employee Performance Improvement Strategy

Based on the results of the analysis on the IFAS (Internal Factor Analysis Summary) matrix and the EFAS (External Factor Analysis Summary) matrix mapped on the SWOT quadrant position matrix, the alternative strategy that Elan Chocolate Surabaya can use is the SO (Strengths-Opportunities) strategy, namely:

1. Tightening by clarifying the Company's cooperation with related agencies regarding the workforce training provided and supported by adequate facilities in the Company with their capabilities.
2. Tightening the employee recruitment system to get the employees that the Company really needs in terms of abilities and knowledge with compensation facilities that are clear and quite good.
3. Tightening employee performance by supervising work guidelines and SOPs that have been made to increase productivity levels in terms of quality and quantity.
4. Cooperation with cooking distributors to get more compensation such as lower prices, better quality, and payment delays. This is also supported by the Company's optimism that it is ready to increase output.

4. CONCLUSION

The analysis results in the SWOT Quadrant Position Matrix, Elan Brown Surabaya are in Quadrant I. This position shows a very favorable situation. The Company has opportunities and strengths to take advantage of existing opportunities. The strategy recommendations are to support an aggressive strategy, meaning that the organization is in prime and steady condition so that it is possible to continue to expand, increase growth and achieve maximum progress. The strategy that must be applied to Elan Chocolate Surabaya is the one that supports the strategy policy to improve employee performance. This strategy is supported by efforts to build the character of human resources, which are more creative and innovative in improving the quality of service and sales to increase profits.

REFERENCE

- [1] Bintoro and Daryanto, *Manajemen Penilaian Kinerja Karyawan*, Edisi I. Yogyakarta: Gava Media, 2017.

- [2] S.-F. Tu *et al.*, “Perencanaan Strategis Sistem Informasi pada Rumah Batik Anto Djamil Menggunakan Metode Ward and Peppard,” *J. Def. Manag.*, vol. 13, no. 4, p. 226, Aug. 2022, doi: 10.14196/mjiri.32.39.
- [3] P. Yogi, “Feasibility Analysis of Naval Base Relocation Using SWOT and AHP Method to Support Main Duties Operation,” *J. Def. Manag.*, vol. 07, no. 01, 2017, doi: 10.4172/2167-0374.1000160.
- [4] P. Ajmera, “Ranking the strategies for Indian medical tourism sector through the integration of SWOT analysis and TOPSIS method,” *Int. J. Health Care Qual. Assur.*, vol. 30, no. 8, pp. 668–679, Oct. 2017, doi: 10.1108/IJHCQA-05-2016-0073.
- [5] A. Olyaeemanesh *et al.*, “Iran’s Health System Transformation Plan: A SWOT analysis,” *Med. J. Islam. Repub. Iran*, vol. 32, no. 1, pp. 224–230, Oct. 2018, doi: 10.14196/mjiri.32.39.
- [6] K. Yamagishi and L. Ocampo, “Evaluating the greening agenda of festivals: The case of Sinulog,” *Turyzm/Tourism*, vol. 32, no. 1, pp. 115–140, May 2022, doi: 10.18778/0867-5856.32.1.06.
- [7] M. A. Salim and Agus B. Siswanto, *Analisis SWOT dengan Metode Kuesioner*. Surabaya: CV. Pilar Nusantara, 2019.
- [8] T. G. I. Mansour, M. A. Abdelazez, K. H. Eleshmawi, and S. S. Abd el- Ghani, “Environmental SWOT Analysis for Agricultural Extension in North Sinai Governorate, Egypt,” *Turkish J. Agric. - Food Sci. Technol.*, vol. 7, no. 10, pp. 1503–1508, Oct. 2019, doi: 10.24925/turjaf.v7i10.1503-1508.2216.
- [9] H. Taherdoost and M. Madanchian, “Determination of Business Strategies Using SWOT Analysis; Planning and Managing the Organizational Resources to Enhance Growth and Profitability,” *Macro Manag. Public Policies*, vol. 3, no. 1, pp. 19–22, Apr. 2021, doi: 10.30564/mmpp.v3i1.2748.
- [10] A. Susanto, A. D. Susanto, and A. Bastari, “FORMULATION OF THE DEVELOPMENT STRATEGY OF AN ORGANIZATION USING A SWOT ANALYSIS,” *J. ASRO*, vol. 10, no. 3, p. 131, Oct. 2019, doi: 10.37875/asro.v10i3.171.
- [11] D. A. Ariwibowo and D. Ayuningtyas, “Critical success factors of hospital management information system (HMIS) implementation in developing countries,” *Int. J. Innov. Technol. Explor. Eng.*, vol. 8, no. 10 Special Issue, pp. 394–398, Sep. 2019, doi: 10.35940/ijitee.J1073.08810S19.
- [12] D. S. Utsalina and L. A. Primandari, “Analisis Swot Dalam Penentuan Bobot Kriteria Pada Pemilihan Strategi Pemasaran Menggunakan Analytic Network Process,” *Antivirus J. Ilm. Tek. Inform.*, 2020, doi: 10.35457/antivirus.v14i1.889.
- [13] L. J. Pratiwi, S. Astiti, and R. Setyadi, “Perencanaan Strategis Sistem Informasi pada Rumah Batik Anto Djamil Menggunakan Metode Ward and Peppard,” *JURIKOM (Jurnal Ris. Komputer)*, vol. 9, no. 4, p. 1103, Aug. 2022, doi: 10.30865/jurikom.v9i4.4722.
- [14] H. Hamid, “Analisis Strategi Aparatur Dinas Lingkungan Hidup Dan Pertanahan Dalam Pengelolaan Sampah Di Kabupaten Takalar,” *J. Lentera Bisnis*, 2024, doi: 10.34127/jrlab.v13i2.1088.
- [15] N. H. Rahmat, “Rancang Bangun Sistem Pemesanan Online Berbasis Website Dalam Upaya Perencanaan Strategi Penjualan Di Mora Bakery,” *Jati (Jurnal Mhs. Tek. Inform.)*, 2023, doi: 10.36040/jati.v7i3.7181.
- [16] Fred R. David and F. R. David, *Strategic Management: A Competitive Advantage Approach*. Essex England: Pearson Education Limited, 2017.
- [17] F. Rangkuti, *Analisis SWOT Teknik Membedah Kasus Bisnis*. Jakarta: Gramedia Pustaka Utama, 2016.