

ANALYSIS OF MARKETING STRATEGIES TO INCREASE SALES USING SWOT AND QSPM METHODS AT PT. XYZ

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Abstract. This study aims to analyze marketing strategies that can increase sales of stamping services at PT. XYZ, which operates in the automotive component manufacturing sector. With increasingly fierce competition and fluctuating demand, the company faces challenges in maintaining and increasing its sales. This study uses a qualitative approach with quantitative analysis methods, namely the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices, the SWOT matrix, and the QSPM (Quantitative Strategic Planning Matrix). The results of the analysis indicate that PT. XYZ has a number of strengths, such as reliable machine maintenance and competitive prices, but also faces operational weaknesses, such as delays in work and frequent machine breakdowns. Externally, the company has a great opportunity to develop the market along with government policies that support the local automotive industry, despite facing the threat of increasingly fierce competition. Three priority strategies identified to increase sales are providing special discounts, increasing promotional events, and providing timely warranties. Based on the QSPM matrix calculation, the strategy of providing special discounts received the highest score and is proposed for immediate implementation by the company.

Keywords: Marketing Strategy; SWOT; QSPM; Sales Increase; Stamping Services.

I. INTRODUCTION

The rapidly developing automotive industry is creating increasingly complex business competition, plus new entrants aggressively entering the Indonesian market are putting pressure on traditional players and creating increasingly tight competition, quoted from (Jaka Purwanto, 2024) The automotive components market in Indonesia is highly diverse, with a wide range of materials, prices, and emerging trends. According to the Minister of Industry in (Nia Deviyana, 2024) Indonesia presents significant competitive opportunities, and they must be fully utilized. The potential for growth is vast, and understanding current trends and market dynamics can spur industry competition and capitalize on existing opportunities. This allows consumers to choose from a wide range of companies based on their capabilities and needs. The rise of the middle class and consumer demand has led to fluctuating sales growth throughout the year.

To overcome this, a strategy is needed as the key to increasing sales. Without a strategy, companies can waste resources on ineffective marketing campaigns and miss opportunities to connect with potential customers. even loyal customers, maintaining market position, and attracting consumer interest to achieve the company's vision and mission. According to data (Mia Jensen, 2024) states that a well-designed automotive marketing strategy can help an

automotive business to differentiate itself from its competitors and stand out in a crowded market.

The achievement of a company's vision and mission is greatly influenced by the company's environment, in addition to marketing strategy. Companies must be able to manage both the external and internal environments effectively to maintain competitive advantage and improve company performance. To address external and internal environmental influences, companies must conduct internal and external environmental analyses. Internal environmental factors, such as financial condition, employee performance, and company management, influence competitiveness. Meanwhile, external factors, such as market dynamics and industry competition, can present opportunities or threats to a company. Therefore, companies must be able to manage both factors effectively to achieve business success, as quoted from kompasiana.com.

Service stamping The industrial part is used to change iron plates made of iron into shapes using a pond machine, to ensure that the iron remains strong and can be used as well as possible. The industry that most often uses this service is the automotive industry, which uses various forms of iron plates. The automotive industry in Indonesia really needs this service for the smooth assembly of vehicles, especially since the stamping process is not an easy matter where it must go through several time-consuming processes to get the iron plate according to the wishes, quoted from (PT. Mandiri

Aktive Nusantara, 2020) However, the sales price offered to consumers is the price of parts made using stamping services.

PT Ganding Toolsindo, which operates in the service sector stamping Automotive components face intense competition in this industry. As a company operating at the tier two and three levels, PT Ganding Toolsindo must have a strong marketing strategy to increase sales. PT Ganding Toolsindo faces numerous competitors, necessitating a strong marketing strategy to boost sales.

In this context, a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a highly effective tool for evaluating internal and external factors that influence a company's performance. According to Kotler and Keller (2016), a SWOT analysis enables a company to understand its internal strengths and weaknesses, as well as its external opportunities and threats. This allows the company to identify areas that require improvement and design strategies appropriate to the current situation. Furthermore, a QSPM (Quantitative Strategic Planning Matrix) analysis is used to assess and prioritize various strategic alternatives. The QSPM allows a company to weight each internal and external factor and assess the relative attractiveness of various possible strategies (Tjiptono, 2020).

Previous research shows that SWOT analysis and QSPM have been widely applied in marketing strategies across various sectors. For example, research conducted by Sugeng et al. (2024) showed that the use of SWOT and QSPM methods in auto repair shops can help increase sales volume through strategies such as offering discounts and improving service quality. Another study by Handika et al. (2023) suggested that automotive repair shops maintain and improve service quality at affordable prices to retain existing customers and attract new ones. However, although there are many studies using these methods, none have specifically examined the application of SWOT and QSPM at PT. XYZ in dealing with fluctuating demand and competition in the local automotive industry.

The gap found in previous research is the lack of studies that examine the application of SWOT and QSPM in the context of automotive companies facing the challenges of sales fluctuations and intense competition, such as those experienced by PT. XYZ. Therefore, this study aims to fill this gap by conducting SWOT and QSPM analysis to formulate marketing strategies that can increase sales of stamping services at PT. XYZ. The main objective of this study is to identify internal and external factors that influence the company's marketing performance and provide recommendations for strategies that can be implemented to improve marketing effectiveness and overcome the ongoing sales decline.

II. RESEARCH METHODS

This chapter will explain the research approach used, data collection techniques, and analytical methods applied in this study. The research method used is qualitative with quantitative analysis to examine the internal and external factors that influence PT. XYZ's marketing performance. Furthermore, a SWOT analysis and QSPM were used to

formulate a marketing strategy that can increase sales of the company's stamping services.

A. Location and Time of Research

This research was conducted at PT. XYZ, an automotive component manufacturing company located in two plants in Cikarang, Bekasi Regency, West Java. The study was conducted over a six-month period, from January to June 2025. This location was chosen based on the need to obtain direct data related to the company's operations and ongoing stamping service marketing.

B. 3.2 Types of Research

The research method used was qualitative research with quantitative analysis. Qualitative research was conducted in-depth to understand the situation at PT. XYZ, analyze internal and external factors influencing the company's marketing, and formulate appropriate strategies to increase sales. Meanwhile, quantitative analysis was used to evaluate and prioritize marketing strategies developed using the SWOT matrix and QSPM.

C. Data Sources

The data used in this study consists of two types, namely primary data and secondary data.

1) Primary Data

Primary data was obtained directly from informants through interviews and observations. Interviews were conducted with managers, including the Factory Manager, HR Manager, Finance Manager, and Marketing Manager at PT. XYZ. These interviews aimed to obtain information regarding internal factors influencing the company's marketing, including strengths, weaknesses, and challenges. In addition to interviews, observations were also conducted to understand operational and marketing processes directly in the field.

2) Secondary Data

Secondary data was obtained from documents and reports held by PT. XYZ, such as stamping service sales reports for 2023 and 2024, customer satisfaction reports, and information obtained from relevant previous research. This data was used to complement the information obtained from interviews and observations and as a basis for further analysis.

D. Data Collection Techniques

The data collection techniques used in this study consist of three main approaches: documentation studies, interviews, and observations.

1) Documentation Study

A documentation study was conducted by collecting data already available at PT. XYZ, such as sales reports, customer satisfaction reports, and other data relevant to the research. This data was used to obtain an overview of the company's marketing performance over the past few years.

2) Interview

Interviews were conducted using semi-structured techniques, allowing for more flexible interaction with

informants. Several key questions were asked of informants related to internal factors influencing the company's marketing, such as marketing performance, existing strengths and weaknesses, and external challenges and opportunities that could be exploited. These interviews also aimed to gain a deeper perspective on the company's condition and the strategies it needed to implement.

3) *Observation*

Observations were conducted to directly observe the operational and marketing processes taking place at PT. XYZ. These observations aimed to obtain additional data related to the implementation of existing marketing strategies and to directly observe the company's interactions with customers.

E. *Data Analysis Techniques*

After the data is collected, the next step is to analyze it using several techniques appropriate to the research objectives. In this study, the data were analyzed using the Internal Factor Evaluation (IFE) matrix, the External Factor Evaluation (EFE) matrix, the SWOT matrix, and the Quantitative Strategic Planning Matrix (QSPM).

1) *IFE Matrix (Internal Factor Evaluation)*

The IFE Matrix is used to analyze internal factors that influence the performance of PT. XYZ. The internal factors analyzed include strengths and weaknesses in operations, marketing, and the company's human resources. Each factor is weighted and rated based on its importance to the company's success. The scores obtained from the IFE Matrix are used to determine the extent of the influence of internal factors on company performance.

2) *EFE Matrix (External Factor Evaluation)*

The EFE Matrix is used to analyze external factors affecting a company. The external factors analyzed include market opportunities and threats, such as government policies, industry competition, market trends, and emerging technologies. Like the IFE Matrix, external factors are weighted and rated to determine their impact on company performance.

3) *SWOT Matrix*

After analyzing internal and external factors using the IFE and EFE matrices, the SWOT matrix is used to match internal strengths and weaknesses with external opportunities and threats. The SWOT matrix helps formulate appropriate strategies based on the analysis of these factors. The strategies developed can be SO (Strength-Opportunity), WO (Weakness-Opportunity), ST (Strength-Threat), and WT (Weakness-Threat).

4) *QSPM Matrix (Quantitative Strategic Planning Matrix)*

The QSPM matrix is used to assess and prioritize various strategic alternatives generated from the SWOT matrix. In the QSPM, analyzed key internal and external factors are weighted and ranked based on their impact on the success of the chosen strategy. Each strategic alternative is then assigned an Attractiveness Score, and a total Attractiveness Score is

calculated to determine the most effective strategy to implement.

III. RESULT AND DISCUSSION

The analysis described here is a process of analyzing data processed in previous chapters. This includes several internal and external factors identified within the company, obtained through interviews, and external factors analyzed from the perspective of employees and current issues. All data collected and processed will support the analysis phase, as follows:

- Input Stage
 Internal Factor Evaluation (IFE) Matrix
 External Factor Evaluation (EFE) Matrix
- Matching Stage
 Grand Strategy Matrix
 SWOT Matrix
- Final stage, Decision
 Quantitative Strategic Planning Matrix (QSPM)

A. *IFE and EFE Matrix Analysis*

1) *Internal Factor Evaluation (IFE) Matrix Analysis*

TABLE I
 INTERNAL FACTOR EVALUATION (IFE) MATRIX

FAKTOR INTERNAL	BOBOT (a)	RATING (b)	SKOR (a x b)
Kekuatan			
S1. Manajemen yang handal	0.14	3	0.42
S2. Harga yang dibarkan lebih terjangkau	0.12	3	0.36
S3. Terorganisirnya tim yang terblang sedikit	0.14	3	0.42
S4. Memiliki beragam jasa percetakan untuk memenuhi kebutuhan konsumen	0.15	3	0.45
S5. Memiliki konsumen reguler	0.13	3	0.39
SUBTOTAL			2.04
Kelemahan			
W1. Waktu pengerjaan yang sering mengalami keterlambatan	0.08	2	0.16
W2. Mesin yang dimiliki rata-rata sudah mengalami keusakan	0.06	1	0.06
W3. Kendaraan operasional yang kurang memadai	0.06	1	0.06
W4. Persaingan yang belum mengalami perkembangan industri	0.05	1	0.05
W5. Tidak menggunakan sistem dan masih manual	0.08	1	0.08
SUBTOTAL			0.41
TOTAL			2.45

Source: Processed data

From the calculation on the IFE matrix, it produces a subtotal which can be seen that the strengths have a score of 2.04 where this score has the highest value is "The team is relatively little organized" in the weakness score "(weaknesses) has a score of 0.41 where the factor that has the highest score is "Work time is often delayed". So the total of the two internal factors in the IFE matrix is 2.45.

From the data that has been processed with a weighted score of 2.45, it can be concluded that the company is indicated to be in a low internal position and is more prone to experiencing losses, because it can be seen from the results of the weighted score below the average of 2.5, but there is an opportunity to improve the marketing and operational flow system so that it runs successfully and profitably.

2) *External Factor Evaluation (EFE) Matrix Analysis*

TABLE 2
 EXTERNAL FACTOR EVALUATION (EFE) MATRIX

FAKTOR EKSTERNAL		BOBOT (a)	RATING (b)	SKOR (a x b)
Peluang				
O1	Kebijakan pemerintah pembatasan impor	0.14	4	0.56
O2	Dampak perekonomian dengan adanya industri komponen lokal	0.35	4	0.60
O3	Gaya hidup masyarakat terlebih generasi muda	0.13	3	0.39
O4	Perkembangan pesat teknologi	0.15	4	0.60
O5	Kerjasama dan kemandirian lingkungan perusahaan	0.16	4	0.64
SUBTOTAL				2.79
Ancaman				
T1	Persaingan yang ketat	0.04	1	0.04
T2	Adanya perusahaan perusahaan baru yang bermunculan	0.05	1	0.05
T3	Potensi pengembangan produk substitusi	0.07	2	0.14
T4	Kekuatan posisi tawar pemasok	0.06	2	0.12
T5	Kekuatan posisi tawar menawan	0.05	1	0.05
SUBTOTAL				0.40
TOTAL				3.19

Source: Processed data

From the calculation on the EFE matrix, it produces a subtotal that can be seen that Opportunities have a score of 2.79 where this score has the highest value is "Cooperation and the state of the company's environment" in the Threats score has a score of 0.40 where the factor that has the highest score is "Potential for developing substitute products". So the total of the two internal factors in the EFE matrix with a weighted score of 3.19.

From the data that has been processed with a weighted score of 3.06, it can be concluded that the company is indicated in an external position because it is more than the highest average score that should be 2.5, so that the response to external factors from the company is good and with this result, the company can benefit from the opportunities and must be able to minimize the occurrence of existing external threats.

B. Grand Strategy Matrix Analysis

Grand Strategy Matrix Analysis can be used to see the position of a company's existence in the market, therefore the company can determine a more effective and efficient strategy to be carried out for the market later based on the position in the quadrant results from the IFE and EFE matrix analysis data that has been processed, the following is the calculation of the Grand Strategy Matrix:

Strengths : 2.04 Opportunities : 2.79

Weaknesses : 0.41 Threats : 0.40

X-axis = Strengths - Weaknesses
 = 2.04 - 0.41
 = 1.63

Y axis = Opportunities - Threats
 = 2.79 - 0.40
 = 2.39

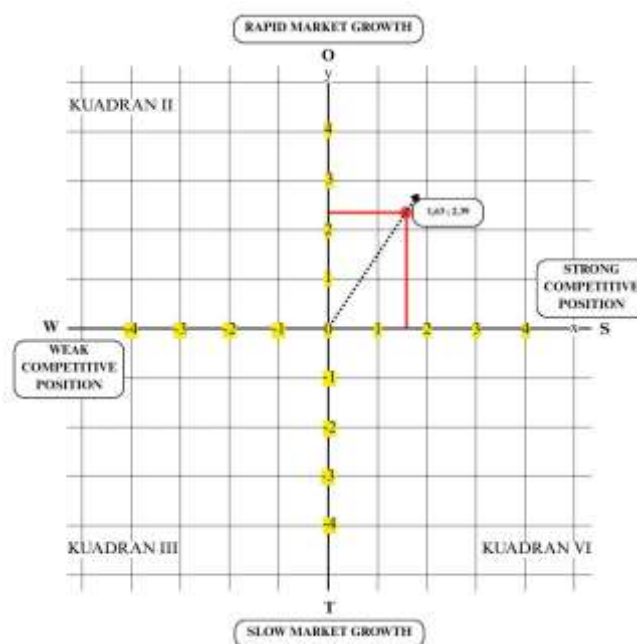


Figure 1. Grand strategy matrix graph
 Source: Processed data

The image above shows that PT Ganding Toolsindo is in quadrant I of the Grand Strategy matrix. The company's position in quadrant I requires a more aggressive approach to increasing existing sales. Companies in quadrant I are advised to utilize Market Development, a strategic approach for companies or organizations seeking to aggressively increase sales and expand their business.

In addition to developing the market, the company can change the target market to be achieved in other words, getting a market that is more than targeted within a certain period of time, for example within a year. Because it is known that PT Ganding Toolsindo is a service company, therefore it needs a larger market to increase the use of existing printing services. By improving the quality of existing employees through employee training that is carried out routinely every month will create aggressive growth because the employees in it are also more trained, therefore the market of regular consumers will increase the use of services and even new consumers will emerge, this makes the existing market growth with more trained employees make the company grow.

C. SWOT Matrix Analysis

A strategy matrix is a structured process that begins with the creation of a SWOT analysis for a company, allowing for more specific analysis. The goal is to develop these four cells using several strategies: SO, WO, WT, and ST. If the previous analysis revealed a position in quadrant II, then the SO (Strengths - Opportunities) strategy is needed as an alternative.

TABLE 3
 SWOT MATRIX ANALYSIS

	KEBUKTIAN		KELERIDAHAN	
	SI	SO	WI	WO
SI	Adaptasi yang lambat	W1	Salah penggunaan yang sering mengabaikan keselamatan	W2
SO	Biaya yang dibayar lebih terjangkau	W2	Sistem yang sudah rata-rata sudah mengalami kerusakan	W3
SI	Tertinggalnya tim yang terbelang sedikit	W3	Kondisi operasional yang kurang memadai	W4
SO	Memiliki tenaga jasa perawatan untuk memelihara kebutuhan konsumen	W4	Pemakaian yang belum mengoptimalkan perkembangan terbaru	W5
SI	Memiliki konsumen reguler	W5	Tidak tanggapan sistem dan masih manual	
PELUANG				
KUADRAN I (S-O)				
O1	Ketepatan pemerintah pembatasan impor	1	Memberikan garansi tepat waktu kepada konsumen (S3, O2, O5)	1
O2	Terjadi perkembangan dengan adanya adanya kemajuan lokal	2	Mengembangkan strategi event yang bisa dijadikan acuan untuk promosi pemasaran (S4, O1, O5)	2
O3	Gaya hidup masyarakat terlihat semakin maju	3	Memberikan potongan harga khusus (S2, S4, O5)	
O4	Perkembangan pesat teknologi			
O5	Ketersediaan dan lokasi lapangan pemasaran			
ANCAMAN				
KUADRAN III (S-T)				
T1	Pemasangan yang lambat	1	Membuat safety stock (S3, S4, T4, T5)	1
T2	Adanya perubahan perusahaan baru yang bermunculan	2	Mengembangkan strategi didalam perusahaan (S2, W4, U3, T1, T2)	2
T3	Persepsi pengembangan produk substitusi			
T4	Kekuatan posisi lawan pemasok			
T5	Kekuatan posisi lawan sesama			

Source: Processed data

The SWOT matrix that has been processed has resulted in more alternative strategic considerations for PT Ganding Toolsindo, including:

3) *SO Strategy (Strength – Weakness)*

This strategy includes the company's internal strategy in obtaining a more appropriate way to achieve goals for the company to do.

- Providing timely guarantees to consumers

Providing timely guarantees to consumers is an alternative strategy because it combines S3 (a relatively small team organization), O2 (economic impact of the component industry), O5 (cooperation and the company's environmental conditions). With the guarantee provided by the company, consumers will feel calmer and more secure when experiencing damage, delays, and other things, even with this strategy, consumers will feel more assured.

- Increase participation in events that can be used as a means of company promotion.

In increasing participation in events that can be used as a means for company promotion, it is an alternative strategy because it is a combination of S4 (Rapid development of technology), O3 (People's lifestyle, especially the younger generation), O5 (Cooperation and company environmental conditions). Participating in events will make the company better known and more able to market printing services more widely, it can be in participating in automotive component exhibitions that make regular consumers feel interested in using printing services again and even invite new consumers to collaborate, because in the event that is marketed not only the superiority of the results but can be in the form of work methods that can be explained even face to face with other large companies.

- Giving special discounts

In providing special discounts, it is an alternative strategy because it is a combination of S2 (More affordable prices), S4 (Rapid technological developments), O5 (Cooperation and company environmental conditions). Providing special discounts in question is by providing offers with discounts

that can be considered with the total use of printing services, where regular consumers will get special discounts if in each month using printing services increases from the previous month. With this discount, regular consumers will feel more satisfied with the existing cooperation, especially with the creation of new consumers where if they become new consumers they will get a discount for example "start of year price". The existence of this strategy will make many companies' eyes glance and make regular consumers more confident in the suitability provided by PT Ganding Toolsindo during the cooperation period.

4) *WO Strategy (Weakness – Opportunities)*

This strategy is included in the strategies used to minimize internal company weaknesses by looking at existing opportunities.

- Start using the system for all work operations

In market development and increasing consumers, it is an alternative strategy because it is a combination of W1 (Processing time that is often delayed), W4 (Companies that have not experienced industrial development), W5 (Not using a system and still manual), O3 (People's lifestyle, especially the younger generation), O4 (Rapid development of technology). By using a system for all work operations, it can simplify office work operations because it is very necessary to make time efficient and make performance more effective, including by using a system for inputting Purchase Orders (PO), employee attendance and other things related to the office.

- Replace the engine to the latest version

In market development and increasing consumers, it is an alternative strategy because it is a combination of W2 (the machines owned are generally damaged), W4 (the company has not experienced industrial development), O4 (rapid technological development). Replacing the machine to the latest version is a possible alternative compared to repairing because PT Ganding Toolsindo has repaired the machine too often but it continues to break down, and some machines are also considered old machines. Therefore, replacing the machine to the latest version to avoid hindering work should be possible.

5) *ST Strategy (Strength – Threat)*

This strategy requires companies to reduce and be vigilant against the impact of external threats.

- Creating Safety Stock

In making safety stock is an important strategy because it is a combination of S3 (Organized team that is relatively small), S4 (Included in the company that provides consumer needs), T4 (Supplier bargaining power), T5 (Bargaining power). Making safety stock is important in the company because certain times such as machine damage and several other things when delivery must be done cause delays therefore it is necessary to store stock for the future period, by making reserves in storage makes the company more precise when getting and even retaining consumers.

6) WT Strategy (Weakness – Threat)

This strategy can create defense by minimizing existing weaknesses within the company and can avoid existing threats from outside.

- Recruiting new employees who have experience in marketing

In making improving employee quality one of the alternative strategies because it is a combination of W1 (Working time is often delayed), W2 (Machines owned are generally damaged), T1 (Tight competition), T2 (The existence of new companies emerging). Employee quality is very necessary because in each division section it is better to be filled with people who are more experienced in the marketing field, where the presence of these new employees is expected to provide more innovation in marketing activities to new and regular consumers in the future.

- Developing industry within the company

In developing industry in the company becomes one of the alternative strategies because of the combination of W4 (Companies that have not experienced industrial development), W5 (Not using a system and still manual), T1 (Tight competition), T2 (The existence of new companies emerging). By developing industry in the company can be done by updating the machines in it, the company's condition is safer, and the company's condition is more comfortable, to make the company's operations more efficient and effective because it has developed more so that work is not delayed due to damage or unwanted incidents in it.

D. QSPM Analysis

In the QSPM analysis, the final step in several formulation analysis strategies is to determine the best alternative strategy. The QSPM uses a TAS score, which serves as a strong reference for determining the highest score for the strategic alternative that a company should implement, considering its current situation. Strategic alternatives that are appropriate for the company include:

- Provide timely guarantees to consumers;
- Increase participation in events that can be used as a means of company promotion;
- Giving special discounts.

The three strategies above are alternatives for further analysis according to the circumstances, capabilities and resources owned by PT Ganding Toolsindo by implementing them. In the table below, data will be prepared that has been processed according to the results of interviews conducted by several parties in the company.

TABLE 3
 QSPM ANALYSIS

NO	FAKTOR RENCANA	BOBOT	Strategi		Strategi		Strategi		
			Memberikan garansi tepat waktu kepada konsumen	AS	TAS	Mengpartisipasi kegiatan event yang bisa digunakan sarana untuk promosi perusahaan	AS	TAS	Memberikan potongan harga khusus
Kekuatan									
1	Informasi yang baik	0.14	2	0.28	2	0.42	4	0.56	
2	Tim yang diberikan lebih terampil	0.12	3	0.36	4	0.48	4	0.48	
3	Kepercayaan diri yang terlihat melalui penampilan	0.14	4	0.56	4	0.56	4	0.56	
4	Menyediakan jasa pemeliharaan untuk konsumen lebih lanjut	0.13	4	0.52	4	0.52	3	0.39	
5	Menawarkan layanan khusus	0.13	4	0.52	3	0.39	4	0.52	
Kelompokan									
1	Tingkat pelayanan yang sangat memuaskan	0.08	3	0.24	3	0.24	3	0.24	
2	Sistem yang dimiliki perusahaan sudah tergolong canggih	0.06	3	0.18	4	0.24	4	0.24	
3	Kelengkapan operasional yang kurang memadai	0.06	3	0.18	2	0.12	3	0.18	
4	Persamaan yang belum terdapat pada perusahaan lainnya	0.05	3	0.15	4	0.20	2	0.10	
5	Tingkat manajemen SDM dan mesin manual	0.08	2	0.16	3	0.24	3	0.24	
Pelemahan									
1	Kualitas peralatan perusahaan kurang	0.14	3	0.42	3	0.42	3	0.42	
2	Tim yang ditunjuk untuk kerja sudah tergolong kurang	0.15	3	0.45	3	0.45	3	0.45	
3	Gaya hidup masyarakat sudah semakin maju	0.13	4	0.52	3	0.39	3	0.39	
4	Persaingan pasar teknologi	0.15	3	0.45	3	0.45	2	0.30	
5	Kualitas dan layanan pelanggan perusahaan	0.14	3	0.42	2	0.28	3	0.42	
Ancaman									
1	Persaingan yang ketat	0.04	4	0.16	4	0.16	4	0.16	
2	Adanya perusahaan baru yang bermunculan	0.03	3	0.09	3	0.09	3	0.09	
3	Pemula pengembangan produk substitusi	0.07	4	0.28	3	0.21	4	0.28	
4	Kualitas mesin yang manual	0.08	3	0.24	4	0.32	3	0.24	
5	Kualitas mesin yang manual	0.05	4	0.20	2	0.10	3	0.15	
Nilai Total Attractifitas (ATA)			6.31		6.38		6.47		

Source: Processed data

It can be seen from the results of the QSPM analysis in the table above, that the two alternative strategies that have been selected that are the most interesting to be chosen and will be implemented in the company PT Ganding Toolsindo include "Providing a timely guarantee to consumers," with a calculated STAS score of 6.31 and for the second alternative strategy is "Increasing participation in events that can be used as a means for company promotion" with a calculated STAS score of 6.38 and the last strategy is "Providing special discounts" with a calculated STAS score of 6.47

IV. CONCLUSIONS

The condition of PT Ganding Toolsindo reflects the classic dilemma of a manufacturing company having a solid business foundation. Reliable, competitively priced, and with a loyal customer base, but hampered by critical operational weaknesses. A decline in sales from key customers (12-16%) indicates systemic issues that need to be addressed immediately. An IFE score of 2.45 indicates significant internal weaknesses, particularly in: Delays in work that impact customer satisfaction; Frequent machine breakdowns disrupt production continuity; Manual systems that hinder efficiency and accuracy. On the other hand, an EFE score of 3.19 indicates that the external environment is still supportive, providing an opportunity for the company to recover. Through SWOT and QSPM analysis, three priority strategies have been identified: "Providing timely guarantees to consumers," with a calculated STAS score of 6.31 and the second alternative strategy is "Increasing participation in events that can be used as a means for company promotion" with a calculated STAS score of 6.38 and the last strategy is "Providing special discounts" with a calculated STAS score of 6.47. These three strategies were chosen because they were most relevant to the company's situation and had the greatest potential impact on improving operational performance. Implementing these strategies will help the company address internal weaknesses while capitalizing on available external

opportunities. The successful execution of these two priority strategies will determine PT Ganding Toolsindo's ability to thrive in the increasingly competitive stamping services industry.

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