Studi Ilmu Manajemen dan Organisasi (SIMO)
ISSN: 2745-7826, Vol 7, No 3, 2026, 85-103 https://doi.org/10.61401/simo.v7.n3.p85-103.2026

Echancing Competitive Advantage in Indonesia's Poultry Processing Industry Through Strategic Business Analysis

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Article History
Received on 22 June 2026
1st Revision on 23 June 2026
2nd Revision on 30 July 2026
3rd Revision on 03 August 2026
Accepted on 04 August 2026

Abstract

Purpose: This study aims to identify the internal and external strategic factors influencing RPA Sukahati, formulate business development strategy alternatives, and determine the priority strategy for a Tasikmalaya-based poultry slaughterhouse and distributor in Indonesia.

Research Methodology: A qualitative exploratory-descriptive single case study was conducted using semi-structured interviews with nine purposively selected informants, company documentation, and sales trend data, analyzed through the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) Matrix, the Internal-External (IE) Matrix, SWOT Matrix, and Quantitative Strategic Planning Matrix (QSPM).

Results: The IFE and EFE scores of 2.79 and 2.71, respectively, placed RPA Sukahati in a hold-and-maintain position. The SWOT Matrix produced eight alternative strategies, and the QSPM identified ST2 as the priority strategy (TAS 4.52), closely followed by SO1 (TAS 4.43).

Conclusions: RPA Sukahati should prioritize reinforcing SOP-driven production quality and certification-based market positioning, complemented by selective expansion into the growing culinary SME segment through its flexible minimum order policy.

Limitations: The single-case design limits statistical generalization, and both the IFE/EFE weights and ratings and the QSPM Attractiveness Scores were researcher-assigned based on interview emphasis rather than a validated scoring instrument.

Contributions: This study extends SME strategic management literature by developing an integrated strategy formulation framework for agri-food businesses in developing markets. The findings provide a context-based explanation of how operational capabilities and market positioning can shape SME development strategies.

Keywords: *Agri-food SME, Business Strategy, Halal Certification, Poultry Processing, SWOT-QSPM*

How to Cite: Hibatulloh, M. A., & Sutjipto, M. R. (2026). Echancing Competitive Advantage in Indonesia's Poultry Processing Industry Through Strategic Business Analysis. *Studi Ilmu Manajemen dan Organisasi*, 7(3), 85-103.

1. Introduction

Indonesia's poultry subsector remains one of the most strategically significant contributors to the country's food security and economic output. The livestock subsector accounts for approximately 1.5% to 1.7% of the national Gross Domestic Product, with poultry alone contributing roughly 60% of

that share (Ahdiat, 2024; Sumiati, Fadilah, Darmawan, & Nadia, 2025). The per capita consumption of broiler chicken meat has risen steadily over the past six years, climbing from 5.70 kg per year in 2019 to 15 kg in 2025 (Poultry, 2025; Ahdiat, 2024). This growth is sustained by population expansion, rising awareness of the nutritional importance of animal protein, and the relative affordability of chicken compared with other sources of protein.

The concurrent expansion of culinary businesses, from street food stalls and online food delivery services to institutional catering, has further entrenched the demand for processed and ready-to-cook chicken products across Indonesian urban and peri-urban markets. Although the industry demand trend remains favorable, poultry processors at the slaughterhouse and distribution levels face mounting strategic pressures. Input costs are dominated by live-bird prices, which fluctuate weekly in response to upstream production policies and feed cost dynamics, making gross margin management unpredictable (Sumiati et al., 2025). Simultaneously, consumer expectations have shifted toward certified, hygienic, and traceable products, raising the bar for operational standards.

The competitive landscape has intensified as better-capitalized players enter regional markets with automated production lines and digitally enabled distribution systems, whereas established local processors compete on price and service reliability (Febrianto, Akhiroh, Helmi, & Hartono, 2023). Taken together, these conditions create a strategic environment in which firms that lack a clearly formulated and differentiated competitive position risk stagnation or displacement, regardless of underlying market growth. RPA Sukahati is a family-owned poultry slaughterhouse and distributor established in 2001 in Tasikmalaya, West Java. The company produces whole carcass, parted, and boneless chicken products and holds both halal certification and a Veterinary Control Number (NKV), distributing to traditional market traders, culinary businesses, restaurants, and catering operators across West Java, DKI Jakarta, and Banten.

The company has built its market position on flexible minimum order quantities (as low as 50 kg), responsive customer service, and production quality maintained through Standard Operating Procedures (SOPs). Despite this operational foundation, internal data indicate that RPA Sukahati's revenue fluctuated and remained largely stagnant throughout 2020–2024, even as national chicken consumption continued to grow. Preliminary diagnostic interviews with the company's management identified three interrelated strategic problems. First, there is a performance gap between annual targets and actual results, reflecting insufficient mechanisms for monitoring and enforcing strategic decisions across departments. Second, there is an absence of structured market evaluation processes, with customer feedback and competitive intelligence gathered through informal observation rather than systematic tracking. Third, an ongoing digital transition constrained by workforce adaptation challenges and information system reliability limitations is slowing the efficiency gains that more modern competitors are already capturing.

These problems collectively indicate a strategic formulation and execution gap rather than a market demand problem, consistent with the view that organizational performance stagnation in growing markets typically reflects internal strategic misalignment rather than external conditions (Alharbi, 2024). Addressing these problems requires a systematic, evidence-based strategic planning process that simultaneously evaluates the company's internal capabilities and its external competitive environment, matches these findings into actionable strategic alternatives, and prioritizes them on a transparent, comparable basis. This study applies the established three-stage strategy formulation framework, input, matching, and decision, using IFE and EFE matrices for environmental assessment, the IE Matrix and SWOT matrix for strategy generation, and the QSPM for strategy prioritization (Kebadie & Addis, 2026). This integrated approach responds to calls in the agri-food management literature for more rigorous, quantitatively grounded strategy formulation tools in SME contexts, particularly in developing markets where resource constraints make strategic prioritization consequential (Alamanda, Anggadwita, Raynaldi, Novani, & Kijima, 2019; Anggadwita, Amani, Saragih, & Alamanda, 2016).

This study has four objectives: to identify RPA Sukahati internal strengths and weaknesses across seven functional areas; to analyze external opportunities and threats using PESTEL and Porter Five Forces; to develop alternative strategies through SWOT and IE Matrix analysis; and to prioritize the most appropriate strategy using QSPM. Despite the growing body of SWOT–QSPM literature applied to agri-food SMEs (Section 2.6), most existing studies focus on upstream production stages or treat SWOT–QSPM purely as a decision tool without linking the resulting strategies to the firm's broader competitive environment, and none has examined a downstream poultry slaughterhouse-distributor in Indonesia specifically. This study addresses this gap by applying an integrated IFE-EFE-IE-SWOT-QSPM framework to a downstream processor-distributor and, in doing so, surfaces regulatory certification as a competitive lever whose strategic role extends beyond compliance, a contribution discussed further in Section 4.6. The remainder of this paper is structured as follows: Section 2 reviews the relevant literature; Section 3 explains the methodology; Section 4 presents the results and discussion; Section 5 discusses the limitations and future research; and Section 6 concludes the study with implications.

2. Literature Review and Hypotheses Development

2.1 Strategic Management and Business Strategy Formulation

Strategic management is a structured process involving strategy formulation, implementation, and evaluation to achieve and sustain competitive advantage (Mišanková & Kočišová, 2014). In competitive environments, effective strategic management also supports firms in improving performance and strengthening innovation capabilities through alignment between internal resources and external conditions (Rubio-Andrés, Linuesa-Langreo, Gutiérrez-Broncano, & Sastre-Castillo, 2024). Business strategy formulation is a key component of strategic management that guides the direction of an organization. According to Alkhodary (2023), it consists of three stages: input, matching, and decision stages. The input stage uses the IFE and EFE matrices to evaluate internal and external factors. The matching stage employs SWOT and IE Matrices to generate strategic alternatives based on organizational positioning. The decision stage applies the QSPM to prioritize strategies based on their relative attractiveness across strategic factors. This structured process reduces subjectivity and ensures that strategy selection is based on systematic analysis (Fuertes, Alfaro, Vargas, Gutierrez, Ternero, & Sabattin, 2020).

2.2 Internal and External Factor Evaluation

The Internal Factor Evaluation (IFE) matrix provides a structured assessment of an organization's strengths and weaknesses across functional areas, including management, marketing, finance, operations, human resources, research and development, and management information systems (Benzaghta et al., 2021). Each identified factor receives a weight reflecting its relative importance to the firm's strategic position and a rating from 1 to 4, reflecting the organization's current level of performance on that factor. The resulting weighted scores were summed to obtain a total IFE score ranging from 1.0 to 4.0, with scores above 2.5 indicating a generally strong internal position and scores below 2.5 indicating a predominantly weak position.

The External Factor Evaluation (EFE) matrix follows the same structure for opportunities and threats arising from the external environment, with ratings reflecting how effectively the organization's current strategies respond to each external factor. Together, the IFE and EFE scores provide the primary quantitative inputs for the matching and decision-making stages of strategy formulation (Fuertes et al., 2020). The use of structured, criteria-based assessment frameworks to systematize otherwise qualitative organizational information is similarly evident in other Indonesian corporate governance contexts, such as the application of the ISO 31000 framework to standardize risk disclosure scoring (Kristanti et al., 2024).

2.3 Porter's Five Forces and PESTEL Analysis

Porter's Five Forces model explains the competitive intensity and long-run profitability potential of an industry through five structural forces (Pangarkar & Prabhudesai, 2024). Rivalry among competing firms captures the degree of direct competition in an industry. The threat of new entrants reflects the ease with which new competitors can enter and erode the market positions of incumbents. The

bargaining power of suppliers affects the cost and reliability of the inputs. The bargaining power of buyers affects the price levels and service standards that firms must maintain to retain customers. The threat of substitute products limits pricing power by providing customers with functionally equivalent alternatives to the product. Understanding the configuration of these forces guides strategy formulation by identifying where competitive pressures are most intense and where differentiation can create a defensible position (Begimkulov & Darr, 2023).

PESTEL analysis complements the Five Forces framework by examining the broader macro-environmental context across six dimensions: political, economic, social, technological, environmental, and legal (Yitbarek et al., 2025). Changes in government policy, consumer preferences, demographic trends, and technological adoption can create strategic opportunities or threats that industry-level analysis alone may not capture. The combination of PESTEL and Five Forces provides a comprehensive picture of the external strategic environment that feeds into the EFE matrix construction (Adipradana & Wandebori, 2025).

2.4 SWOT Analysis, the SWOT Matrix and IE Matrix

SWOT analysis organizes the findings from internal and external assessments into four strategic factor categories–strengths, weaknesses, opportunities, and threats–and serves as the primary input for the SWOT matrix (Helms. & Nixon, 2010; Anggadwita et al., 2016). The SWOT matrix systematically matches internal and external factors to generate four categories of alternative strategies (Puyt, et al., 2023). SO strategies leverage strengths to capitalize on opportunities. WO strategies use available opportunities to address and minimize weaknesses. ST strategies deploy organizational strengths to counter or reduce the impact of external threats. WT strategies adopt defensive or consolidating postures that minimize weaknesses while avoiding the most damaging threats. This structured matching process ensures that the generated strategies are grounded in identified facts about the organization's position rather than derived from untested assumptions (Fuertes et al., 2020).

The Internal-External (IE) Matrix positions the organization across nine cells by plotting the total IFE score on the horizontal axis and the total EFE score on the vertical axis (Gumilang et al., 2023). Cells I, II, and IV prescribe a grow-and-build posture through intensive strategies such as market penetration, market development, and product development. Cells III, V, and VII prescribe a hold-and-maintain posture through market penetration or product development at a selective pace. Cells VI, VIII, and IX prescribe a harvest-or-divest posture, where resources are reallocated away from the business unit. The IE Matrix position provides a strategic orientation that guides which SWOT-generated strategies are most coherent with an organization's overall resource position (Puyt et al., 2023).

2.5 Quantitative Strategic Planning Matrix (QSPM)

The QSPM is the principal tool of the decision stage, enabling an objective and transparent comparison of strategically screened alternatives using the same factor weights established in the IFE and EFE matrices (Fuertes et al., 2020). For each candidate strategy, an Attractiveness Score (AS) ranging from 1 (not attractive) to 4 (highly attractive) was assigned to each strategic factor, reflecting how strongly pursuing that strategy would leverage or address that factor. Multiplying the AS by the corresponding factor weight yields a Total Attractiveness Score (TAS) per factor, and summing across all factors produces a comparable total for each strategy. The strategy with the highest aggregate TAS is identified as the most suitable strategic priority (Kebadie et al, 2026). The structured transparency of the QSPM is particularly valuable in SME contexts, where resource constraints make the cost of strategic misallocation high and where a defensible, communicable rationale for strategic choices supports organizational buy-in (Fuertes et al., 2020; Helms & Nixon, 2010).

2.6 Related Studies

Table 1. Positioning relative to related studies

Study	Focus	Method	Gap Addressed by This Study
(Begimkulov & Darr, 2023)	Cross-country agri-food SME scaling mechanisms	Systematic review, comparative cases	Conceptual synthesis only; this study gives firm-level, prioritized strategies
(Yuliandri & Ade, 2022)	Layer farm, West Java (IFE 2.98/EFE 2.79, Cell V)	IFE/EFE/IE/SWOT /QSPM	Upstream farm; this study covers downstream processing
(Chapot et al., 2024)	National poultry stakeholder needs assessment	Mixed-methods needs assessment (stakeholder survey and qualitative analysis)	Industry diagnostic only; no firm-level prioritization
(Shoofiyani et al., 2022)	West Java poultry, digital platform	PESTEL + Five Forces + IFE/EFE/SWOT/QSPM	Industry-level, upstream digital focus
(Anggadwita et al., 2016)	Indonesian software SME competitiveness	Qualitative, SWOT, quadruple helix	Different sector; extends SWOT-QSPM to agri-food

As Table 1 shows, prior SWOT–QSPM applications in agri-food settings cluster around two limitations relevant to this study. First, studies such as Yuliandri and Ade (2022) and Shoofiyani et al. (2022) analyze upstream production or industry-wide conditions, leaving firm-level strategy formulation at the downstream processing-distribution stage comparatively unexamined. Second, when SWOT–QSPM has been used at the firm level, it is typically applied as a self-contained decision tool, with the resulting strategy ranking rarely connected back to a broader account of the firm's competitive position or to theoretical mechanisms, such as the resource-based view, that would explain why the top-ranked strategy outperforms the alternatives. This study departs from that pattern by explicitly linking QSPM outcomes to resource-based reasoning about certification as a valuable, difficult-to-imitate asset (Section 4.6) and by applying the full IFE/EFE/IE/SWOT/QSPM sequence to a downstream processor-distributor rather than an upstream producer or an industry-wide sample.

Existing studies on halal certification in Indonesian agri-food and MSME contexts have established that certification builds buyer trust and market access (Silalahi, 2024; Giyanti, Indrasari, Sutopo, & Liquiddanu, 2021; Kristanto, 2025) . This study builds on that finding rather than restating it: whereas prior studies document certification's trust-building effect in isolation, this study is the first to situate certification within a full QSPM ranking alongside six other strategic factors, showing quantitatively that it outranks price-based and operational responses as the dominant driver of the top-priority strategy, providing evidence for certification's role as a multi-dimensional competitive lever rather than a single compliance or trust attribute.

3. Research Methodology

3.1 Research Design

As this study employs a qualitative strategic analysis design rather than hypothesis testing, it is guided by the following Research Propositions (RP):

RP_1: RPA Sukahati's internal strengths, particularly certification and production quality control, outweigh its internal weaknesses sufficiently to place the firm in an above-midpoint IFE position

RP_2: The firm's external environment presents favorable conditions despite input-price volatility and competitive intensity, placing it in an above-midpoint EFE position

RP₃: Among the SWOT-generated strategic alternatives, strategies that leverage existing certification and production quality strengths against external threats will rank as more attractive (higher TAS) in the QSPM than strategies requiring new capability development

Table 2 summarizes the overall research design of this study. This study employed a descriptive-explanatory design with an exploratory orientation, integrating qualitative data collection and quantitative strategic analysis. Qualitative data gathered through semi-structured interviews, observations, and document analysis were used to identify internal and external strategic factors. These factors are subsequently quantified through the IFE, EFE, IE, SWOT, and QSPM matrices to facilitate systematic strategy formulation and prioritization (Alamanda et al., 2019). A single-case study approach was chosen to enable an in-depth examination of one organization, providing contextually rich insights that support practical managerial decision making (Plano-Clark et al., 2023).

Table 2. Research design characteristics

Characteristics	Gap Addressed by This Study
Method	Qualitative data collection, supported by quantitative strategic factor scoring
Purpose	Descriptive-explanatory, business strategy formulation orientation
Setting	Natural field setting (no researcher manipulation)
Researcher Involvement	Minimal; researcher as primary human instrument
Unit of Analysis	Organization (RPA Sukahati)
Time Horizon	Cross-sectional

3.2 Data Collection and Informants

Table 3. Data sources and research purposes

Code	Role	Strategic Perspective
N1	General Manager / Director	Strategic direction and organizational management
N2	Operations / Production Manager	Production, SOP, and supply chain
N3	Marketing and Distribution Staff	Market positioning and customer relations
N4	Finance Staff	Financial performance and cost structure
N5	Information Systems / Administration Staff	Technology and data management
P1	Live-Chicken Supplier	Supply chain dynamics and input market
P2	Competing RPA Owner	Competitive landscape (external perspective)
C1	Customer (Restaurant/HOREKA)	Demand characteristics and service expectations
C2	Customer (Market Trader)	Price sensitivity and purchasing patterns

Table 3 summarizes the data sources and their respective research purposes. Primary data were collected from nine purposively selected informants, five internal staff, and four external stakeholders (a supplier, a competitor, and two customers representing the HOREKA and traditional market segments), to ensure comprehensive coverage of strategic issues across the seven internal functional areas and the integrated PESTEL/Porter's Five Forces framework. Interviews followed a semi-structured protocol of seven core questions per informant category, organized around these same functional and environmental dimensions, with follow-up probes to clarify ambiguous or conflicting responses. Each interview lasted approximately 90 min, was conducted face-to-face, audio-recorded with consent, and transcribed within 15 days. Data validation combined source triangulation across the nine informant categories with member checking, in which preliminary findings were shared with N1 and N2 for confirmation of accuracy.

3.3 Analytical Procedure

The interview transcripts were transcribed verbatim and coded manually using Microsoft Excel, following the interactive qualitative model of data reduction, data display, and conclusion drawing (Rashid, Rashid, Warraich, Sabir, & Waseem, 2019). In the input stage, the coded findings were

organized into IFE and EFE matrices. In the matching stage, the IE and SWOT analyses were used to determine strategic positioning and generate alternative strategies. In the decision stage, the QSPM was applied to prioritize strategies based on their relative attractiveness across strategic factors.

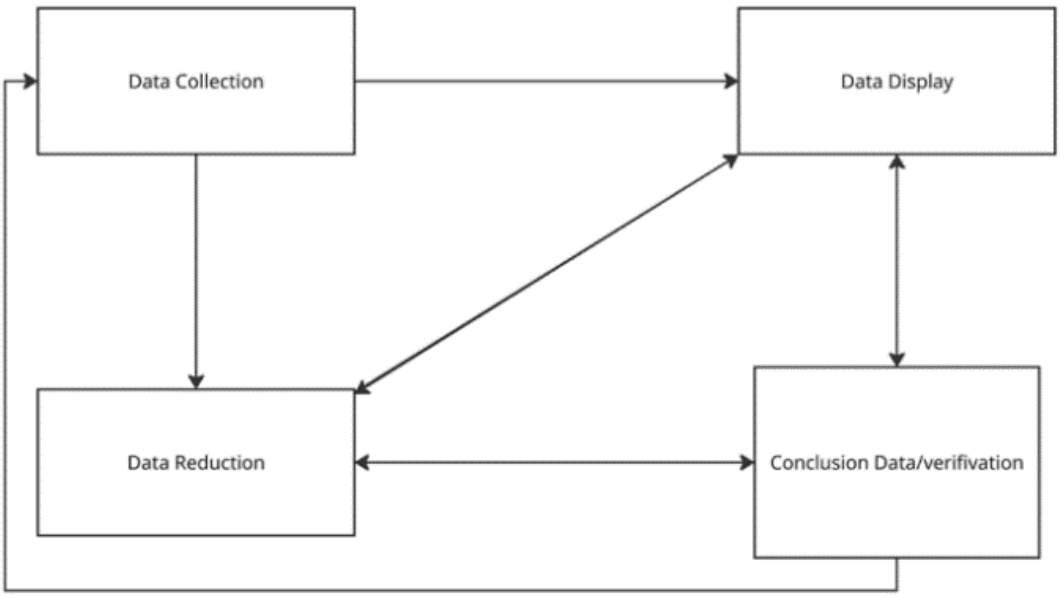


Figure 1. Research analytical framework: from interview-based data collection through the QSPM decision stage.

The process of assigning factor weights and ratings is illustrated in Figure 1. Because these values were derived from interview-based qualitative elicitation rather than a scored quantitative instrument, they were assigned by the researcher based on the frequency, consistency, and emphasis with which each factor was raised by the informants. This approach is consistent with expert judgment methods commonly applied in SWOT-based strategy formulation when structured survey data are unavailable (Fuertes et al., 2020). Therefore, the resulting weights and ratings are treated as researcher-assigned and illustrative throughout Section 4. To enhance credibility, source triangulation was conducted across multiple internal and external informants and was supported by company documentation, including sales trend records and certification files referenced during the interviews (Plano Clark et al., 2023). To validate the researcher-assigned weights and ratings beyond source triangulation, preliminary IFE, EFE, and QSPM scores were shared with N1 and N2 for review, and adjustments were made where their feedback indicated that a factor's assigned weight or rating did not reflect its actual strategic emphasis in the interviews.

3.4 Strategy Formulation Framework

The strategic management framework applied in this study illustrates the sequence of analyses used to formulate development strategies for RPA Sukahati. The process begins with data collection from multiple sources, followed by data reduction, data presentation, identification of internal and external strategic factors, development of the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, SWOT and IE Matrix analyses, QSPM evaluation, and finally, the determination of priority strategies.

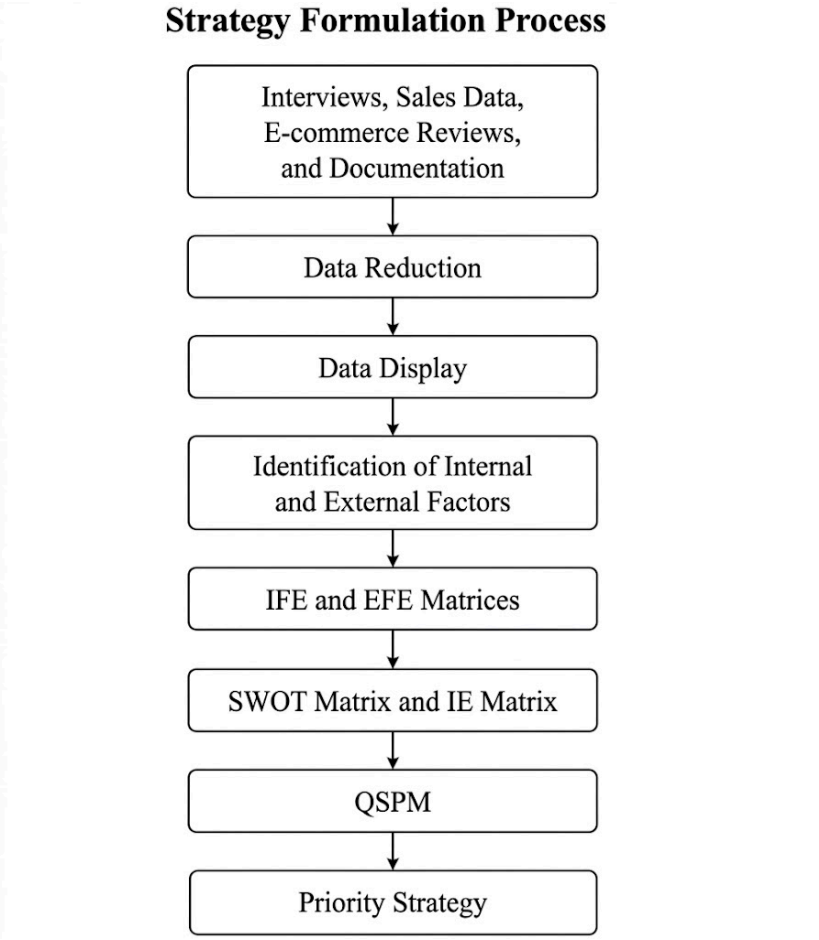


Figure 2. The strategic formulation process was applied in this study.

Figure 2 presents the strategic formulation framework adopted in this study, which consists of three stages: input, matching, and decision. The input stage develops the IFE and EFE matrices by assigning weights based on the relative importance of each strategic factor and ratings based on the company's ability to respond to them. The matching stage employs the SWOT Matrix to formulate S-O, W-O, S-T, and W-T strategic alternatives, followed by the IE Matrix to identify the company's strategic position and recommend a strategic direction. Finally, the decision stage utilizes the QSPM, whereby internal informants assign Attractiveness Scores (AS) to each strategic alternative. The AS values were multiplied by factor weights to obtain Total Attractiveness Scores (TAS), and the strategy with the highest TAS was prioritized for implementation.

4. Results and Discussions

4.1 Internal Environmental Analysis

The seven internal functional areas were analyzed to identify the organizational strengths that support RPA Sukahati competitive position and the operational weaknesses that may constrain its ability to adapt and grow in a dynamic market environment. This approach aligns with the resource-based view, which emphasizes how internal capabilities shape competitive advantages and firm performance (Abid et al., 2023; Amaya et al., 2024). In the management function, N1 described a structured target-setting system that links the vision and mission to annual operational targets across key departments, supported by cross-functional discussions prior to executive approval. This reflects a strong governance structure that enhances coordination and strategic alignment within the organization (Adipradana & Wandebori, 2025).

However, N1 and N2 noted that the effectiveness of monitoring and reporting declined when direct supervision was reduced, indicating a gap in execution control and accountability mechanisms. In marketing, the company demonstrates a strong focus on the HOREKA and SME culinary segments,

supported by flexible ordering policies and responsive complaint management. The presence of halal and NKV certifications further strengthens customer trust and market access, particularly in Muslim-majority markets, where certification plays a critical role in purchase decisions (Silalahi, 2024). However, the absence of structured market tracking limits the company's ability to systematically detect shifts in customer behavior and emerging competitive pressure.

In finance, N4 highlighted a relatively stable financial position that supports ongoing operations, although rising operational costs constrained profit growth despite increasing sales. This reflects the importance of effective cost management and financial discipline in maintaining sustainable performance under competitive pressure (Abid et al., 2023). In operations, production activities are fully governed by SOPs with supervisory control mechanisms in place to ensure standardization and compliance. However, supplier-driven inconsistencies in live-bird quality remain a key operational constraint affecting efficiency and output uniformity. In human resources, a strong organizational culture supports employee retention and cohesion; however, the dominance of long-tenured employees creates resistance to digital transformation initiatives.

In R&D, the absence of a dedicated research function limits the company's ability to proactively respond to changing customer needs, resulting in a predominantly reactive approach to product and service development. Meanwhile, in management information systems, an integrated internal platform enhances coordination across functions, although limitations in connectivity, cybersecurity, and vendor dependency remain operational risks that may disrupt workflows. Based on these findings, the identified strengths and weaknesses were translated into the Internal Factor Evaluation (IFE) Matrix through the assignment of weights and ratings, reflecting their relative strategic importance and the company's current performance in managing each factor.

Table 4. Internal Factor Evaluation Matrix (IFE Matrix)

Code	Factor	Weight	Rating	Score
Strengths				
S1	Vision-to-target translation via structured, director-issued annual targets	0.08	4	0.32
S2	Focused HOREKA/culinary-SME segmentation, flexible MOQ (down to 50 kg), responsive service	0.09	4	0.36
S3	Halal and NKV certification as compliance control and market-access differentiator	0.10	4	0.40
S4	Stable financial condition enabling continued strategic investment	0.07	3	0.21
S5	SOP-driven, supervised production process ensuring consistent quality output	0.08	4	0.32
S6	Family-oriented work culture ("SIKAP") sustaining high employee retention	0.07	3	0.21
S7	Self-developed integrated information system covering sales, stock, finance, and assets	0.08	3	0.24
Subtotal		0.57		2.06
Weaknesses				
W1	Inconsistent SOP/decision enforcement once direct supervision is relaxed	0.06	2	0.12
W2	Market-response evaluation based on informal observation rather than structured tracking	0.05	2	0.10
W3	Profitability below target due to rising operational cost pressure	0.07	1	0.07
W4	Heavy supplier dependency for live-chicken size and quality consistency	0.07	2	0.14

Code	Factor	Weight	Rating	Score
W5	Large share of long-tenured staff resistant to systematic change	0.06	2	0.12
W6	No dedicated R&D or field-research function	0.06	1	0.06
W7	Information system reliability constrained by connectivity, cybersecurity, and vendor queue	0.06	2	0.12
Subtotal		0.43		0.73
Total		1.00		2.79

As presented in Table 4, RPA Sukahati achieved a total IFE score of 2.79, modestly above the 2.5 midpoint that separates a predominantly weak internal position from a predominantly strong one. Given the thin margin (0.29 points on a 1.0–4.0 scale), the company's internal position is more accurately characterized as moderate, with strengths marginally outweighing weaknesses, rather than unambiguously strong. (Abid et al., 2023; Amaya et al., 2024). The highest-scoring strengths include halal and NKV certification (S3), focused HOREKA and culinary SME segmentation supported by responsive customer service (S2), and a structured vision-to-target management system (S1).

These factors reflect a company's ability to build customer trust, maintain strategic alignment, and strengthen its competitive position in the poultry processing industry (Silalahi, 2024; Adipradana & Wandebori, 2025). However, several weaknesses continue to constrain performance, particularly profitability pressures arising from increasing operational costs (W3), the absence of a dedicated R&D function (W6), and dependence on suppliers for live bird quality consistency (W4). These findings suggest that while the company possesses a solid internal foundation for sustaining operations and market presence, improvements in innovation capability, cost efficiency, and supply chain management are necessary to support long-term growth and competitiveness (Abid et al., 2023).

4.2 External Environmental Analysis

External informants, alongside internal staff, provided a multi-perspective assessment of the macro-environmental and competitive conditions affecting RPA Sukahati. On the economic dimension, N1, N4, and C1 consistently identified live-bird price volatility as the most disruptive external factor, as weekly fluctuations compress margins and require frequent price adjustments. Nevertheless, the demand from culinary businesses remains relatively stable because chicken is considered a daily operational necessity rather than a discretionary purchase. These findings reflect broader structural challenges within poultry supply chains, where input price volatility and supplier dependency continue to influence business performance (Sumiati et al., 2025; Chapot et al., 2024).

From a social perspective, N3, C1, and C2 highlighted the rapid growth of small culinary businesses as an important market opportunity for women. Simultaneously, increasing consumer awareness of hygiene and halal assurance strengthens the position of certified processors such as RPA Sukahati. The growing preference for halal-certified products further reinforces certification as both a compliance requirement and competitive differentiator in food-related industries (Silalahi, 2024; Giyanti et al., 2021). On the technological dimension, digital coordination systems have improved operational efficiency, although workforce digital adaptation gaps and infrastructure limitations continue to constrain productivity improvements. Environmentally, existing sanitation and waste management practices comply with NKV requirements, positioning the company favorably against potential regulatory tightening in the future (Yitbarek et al., 2025).

Porter's Five Forces analysis revealed several competitive pressures. Supplier bargaining power remains high because of the company's reliance on live-bird suppliers, while buyer bargaining power varies across market segments, with HOREKA customers prioritizing quality and certification, and traditional traders emphasizing price competitiveness. Competitive rivalry is also intense, as processors compete on pricing, service speed, distribution efficiency, and technology adoption. Furthermore, the entry of well-capitalized competitors and continuing digital transformation challenges represent emerging threats that may weaken the company's competitive position if not

addressed proactively. Based on these findings, the identified opportunities and threats were translated into the External Factor Evaluation (EFE) Matrix through the assignment of weights and ratings, reflecting their relative strategic importance and the company's effectiveness in responding to each factor.

Table 5. External Factor Evaluation (EFE) matrix

Code	Factor	Weight	Rating	Score
Opportunities				
O1	Stable, routine daily demand from culinary businesses	0.09	4	0.36
O2	Rapid growth of small/medium culinary businesses creating an expanding addressable market	0.10	4	0.40
O3	Rising consumer awareness of hygiene and halal assurance increasing certified-supplier preference	0.08	3	0.24
O4	Halal/NKV certification as a qualifying requirement and competitive trust signal	0.10	4	0.40
O5	Increasing industry-wide adoption of digital coordination systems enabling efficiency gains	0.07	3	0.21
O6	Existing waste and sanitation practices already aligned with NKV, reducing compliance burden	0.06	3	0.18
Subtotal		0.50		1.79
Threats				
T1	Volatile live-bird prices creating persistent margin and pricing management challenges	0.09	2	0.18
T2	Government livestock-population policy risk disrupting raw-material supply and price	0.06	2	0.12
T3	High supplier bargaining power creating supply chain concentration vulnerability	0.08	2	0.16
T4	Price-sensitive buyer segments increasing pressure on competitive pricing	0.07	2	0.14
T5	Entry of well-capitalized, technology-enabled competitors with modern production and distribution	0.08	1	0.08
T6	Intense rivalry from local and out-of-region RPAs competing on price, speed, and technology	0.07	2	0.14
T7	Workforce and infrastructure digital gap slowing competitive adaptation	0.05	2	0.10
Subtotal		0.50		0.92
Total		1.00		2.71

As presented in Table 5, RPA Sukahati achieved a total EFE score of 2.71, which is similar to the 2.5 midpoint. This indicates a moderately effective, rather than strongly effective, response to external opportunities and threats, consistent with the marginal IFE position discussed above and reinforcing the IE Matrix's "hold-and-maintain" prescription as the appropriate strategic posture, rather than an aggressive growth stance. The highest-scoring opportunities include the rapid growth of small- and medium-sized culinary businesses (O2), halal and NKV certification as a qualifying requirement and competitive trust signal (O4), and stable routine demand from culinary operators (O1). These factors highlight the favorable demand conditions and the increasing importance of certification in influencing purchasing decisions in the poultry-processing industry (Silalahi, 2024; Giyanti et al., 2021).

However, several threats continue to constrain performance, particularly volatile live-bird prices (T1), high supplier bargaining power (T3), intense competition (T6), and the emergence of well-capitalized, technology-enabled competitors (T5). These findings suggest that while a company operates in an environment characterized by attractive growth opportunities, sustained competitiveness will depend on its ability to strengthen supply chain resilience, technological adaptation, and strategic differentiation (Sumiati et al., 2025; Chapot et al., 2024; Pangarkar & Prabhudesai, 2024).

4.3 Strategic Position: IE Matrix

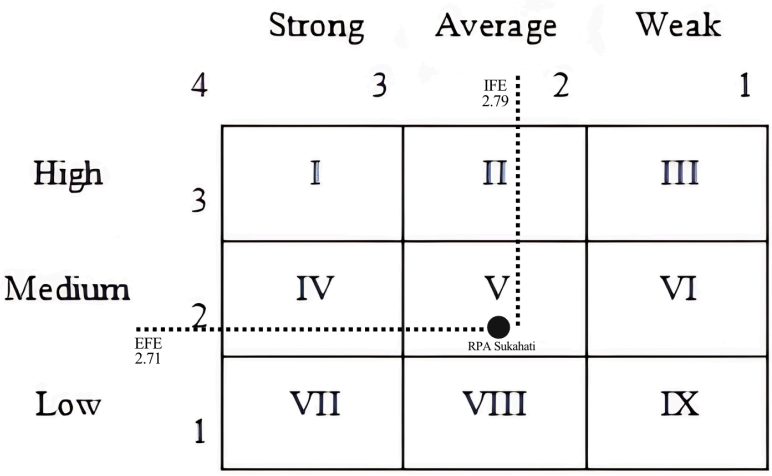


Figure 3. IE Matrix strategic position of RPA Sukahati (IFE 2.79, EFE 2.71, Cell V).

As shown in Figure 3, plotting the total IFE score (2.79) against the total EFE score (2.71) places RPA Sukahati in Cell V of the IE Matrix, which represents the "hold and maintain" strategic position. This position indicates a company with above-average, although not dominant, internal capabilities operating within a moderately challenging external environment (Vonoga et al., 2026). The strategic implication of this placement is that market penetration and selective product development are more appropriate strategic directions than aggressive expansion, which may exceed a firm's current capability profile. Furthermore, this positioning is consistent with the company's revenue stagnation, suggesting that while RPA Sukahati possesses sufficient internal capability to sustain its market position, it lacks the strategic clarity and execution consistency required to translate favorable market demand into proportional revenue growth.

4.4 Strategy Formulation

Matching the strengths, weaknesses, opportunities, and threats identified in Tables 4 and 5 generates eight alternative strategies across the four SWOT quadrants (Table 6). Each strategy is grounded in a specific combination of internal and external factors, ensuring that all alternatives reflect the identified organizational realities rather than generalized prescriptions.

4.5 Strategy Prioritization: QSPM

Table 6. SWOT Matrix: Alternative strategy formulation

Quadrant	Strategy	Factors
SO1	Expand penetration of the growing culinary SME segment using the flexible minimum-order policy and halal/NKV certification as market-access and trust differentiators	S2, S3 + O2, O4
SO2	Invest financial capacity and information system capability in an integrated digital marketing and ordering platform that foregrounds certification and product quality	S4, S7 + O3, O5
WO1	Build a structured market-response and customer-feedback tracking system on the existing information platform to formalize competitive intelligence gathering	W2, W7 + O2, O5

Quadrant	Strategy	Factors
WO2	Establish a small, dedicated market-research function supported by the company's stable financial position	W6 + O2, O3
ST1	Strengthen long-term supplier partnerships and explore secondary live-bird sourcing arrangements to reduce input concentration and pricing vulnerability	S4 + T1, T3
ST2	Reinforce SOP-driven production quality and certification-based market positioning as the primary competitive response to price-based rivals and modern new entrants	S3, S5 + T5, T6
WT1	Implement a phased digital-system upgrade with a structured employee digital-training program to close the technology adoption gap	W5, W7 + T5, T7
WT2	Formalize SOP compliance monitoring and department-level KPI reporting to strengthen strategic execution discipline	W1, W4 + T6

Following the generation of eight SWOT-based alternatives (Table 6), one strategy per quadrant was carried forward into the QSPM using three explicit screening criteria: factor coverage, the strategy addresses the highest-weighted factors within its quadrant (eST2 was selected over ST1 because it draws on S3 and S5, the two highest-weighted strengths, whereas ST1 draws only on S4); implementation feasibility, the strategy can be initiated using the firm's current resources and information system without requiring capital investment beyond its stable financial position; and informant consensus, the strategy was independently raised or affirmed by at least six of the nine informants during interviews. Strategies that did not meet at least two of these three criteria within their quadrant (SO2, WO2, ST1, and WT2) were excluded from the QSPM scoring but are documented in Table 6 as secondary alternatives for future consideration.

1. SO1 | TAS 1: Expand the penetration of the growing culinary SME segment using the flexible minimum-order policy and halal/NKV certification as market-access and trust differentiators
2. WO1 | TAS 2: Build a structured market response and customer feedback tracking system on the existing information platform to formalize competitive intelligence gathering
3. ST2 | TAS 3: Reinforce SOP-driven production quality and certification-based market positioning as the primary competitive response to price-based rivals and modern new entrants
4. WT1 | TAS 4: Implement a phased digital system upgrade with a structured employee digital training program to close the technology adoption gap

Table 7. QSPM matrix

Code	Weight	AS-1	TAS-1	AS-2	TAS-2	AS-3	TAS-3	AS-4	TAS-4
S1	0.08	2	0.16	3	0.24	2	0.16	2	0.16
S2	0.09	4	0.36	2	0.18	3	0.27	1	0.09
S3	0.10	4	0.40	2	0.20	4	0.40	1	0.10
S4	0.07	3	0.21	3	0.21	2	0.14	3	0.21
S5	0.08	2	0.16	2	0.16	4	0.32	2	0.16
S6	0.07	1	0.07	1	0.07	2	0.14	2	0.14
S7	0.08	2	0.16	2	0.16	1	0.08	3	0.24
W1	0.06	1	0.06	2	0.12	3	0.18	2	0.12
W2	0.05	2	0.10	4	0.20	1	0.05	1	0.05
W3	0.07	2	0.14	1	0.07	2	0.14	1	0.07
W4	0.07	1	0.07	1	0.07	1	0.07	1	0.07
W5	0.06	1	0.06	2	0.12	1	0.06	4	0.24
W6	0.06	2	0.12	3	0.18	1	0.06	1	0.06
W7	0.06	1	0.06	2	0.12	1	0.06	4	0.24
O1	0.09	3	0.27	2	0.18	2	0.18	1	0.09
O2	0.10	4	0.40	3	0.30	2	0.20	1	0.10
O3	0.08	3	0.24	1	0.08	4	0.32	1	0.08

Code	Weight	AS-1	TAS-1	AS-2	TAS-2	AS-3	TAS-3	AS-4	TAS-4
O4	0.10	4	0.40	1	0.10	4	0.40	1	0.10
O5	0.07	2	0.14	4	0.28	1	0.07	4	0.28
O6	0.06	1	0.06	1	0.06	2	0.12	1	0.06
T1	0.09	1	0.09	1	0.09	2	0.18	1	0.09
T2	0.06	1	0.06	1	0.06	1	0.06	1	0.06
T3	0.08	1	0.08	1	0.08	1	0.08	1	0.08
T4	0.07	2	0.14	1	0.07	3	0.21	1	0.07
T5	0.08	2	0.16	2	0.16	3	0.24	4	0.32
T6	0.07	3	0.21	2	0.14	4	0.28	3	0.21
T7	0.05	1	0.05	3	0.15	1	0.05	4	0.20
Total TAS			4.43		4.01		4.52		3.69

As presented in Table 7, each of the 27 internal and external factors from Tables 4 and 5 was scored against each strategy using an Attractiveness Score (AS) from 1 to 4, reflecting how directly pursuing that strategy leverages or addresses that factor. Multiplying the AS by the factor's weight produces the Total Attractiveness Score (TAS) per factor; summing across all factors gives a comparable total for each strategy.

Table 8. QSPM strategy priority ranking

Rank	Strategy	Rationale	Total TAS
1	ST2 | TAS 3: Reinforce SOP-driven production quality and certification-based market positioning as the primary competitive response to price-based rivals and modern new entrants	Maximizes the company's strongest existing competitive assets against the most material competitive threats	4.52
2	SO1 | TAS 1: Expand the penetration of the growing culinary SME segment using the flexible minimum-order policy and halal/NKV certification as market-access and trust differentiators.	Deploys the same competitive assets offensively to capture growing demand	4.43
3	WO1 | TAS 2: Build a structured market-response and customer-feedback tracking system on the existing information platform to formalize competitive intelligence gathering	Addresses a critical information gap using existing technology infrastructure	4.01
4	WT1 | TAS 4: Implement a phased digital-system upgrade with a structured employee digital-training program to close the technology adoption gap	Addresses longer-term capability gap requiring new investment	3.69

As presented in Table 8, the QSPM results were synthesized into strategic recommendation themes aimed at strengthening the company's internal capabilities and improving its overall competitiveness. The 0.09-point gap between ST2 (TAS = 4.52) and SO1 (TAS = 4.43), which is roughly 2% of the total scale, is narrow relative to the subjectivity inherent in researcher-assigned Attractiveness Scores (Section 3.3). A sensitivity check in which any single AS score shifts by one point on the 1–4 scale would be sufficient to reverse this ranking for several factors carrying weights above 0.08 (S3, O2, and O4). Given this, ST2 and SO1 are best interpreted as co-equal top priorities rather than a single clearly superior choice, particularly since both strategies draw on the same underlying assets (S3, S5) and are, as discussed below, mutually reinforcing rather than competing with each other. The QSPM ranking is more robust in distinguishing the top two strategies from WO1 and WT1, with a gap of 0.42–0.83 points, than in distinguishing between ST2 and SO1.

4.6 Strategic Implications for RPA Sukahati

The QSPM results reveal a strategic priority structure that is internally coherent and practically actionable from the company's current position. ST2 and SO1 emerged as co-equal top priorities, both converging on the same competitive intersection: rising rivalry and price sensitivity (T4–T6) on one

side, and growth opportunity in the culinary segment (O2, O4) on the other. The company's two strongest differentiators, halal/NKV certification (S3) and SOP-driven production consistency (S5), provide an already established response, whether deployed defensively (ST2) or offensively (SO1).

This pattern follows directly from the resource-based view, under which sustainable advantage comes from deploying resources that are valuable and difficult for rivals to imitate, rather than from competing on price alone (Amaya, Bernal-Torres, Nicolás-Rojas, & Pando-Ezcurra, 2024; Wu, Peng, Chen, Du, Anser, & Zhao, 2020). Certification and standardized production fit this description precisely: both are costly and slow for price-based competitors to replicate, which is why ST2 scores highest against intensifying rivalry, and why SO1 can leverage the same assets to capture growth rather than requiring a separate capability to do so. Because implementing either strategy calls for stronger discipline and communication around resources the company already holds, not new capability development or major investment, both are simultaneously high-impact and low-risk, and are best pursued in parallel: defending existing customers through consistent quality and certification-based marketing while growing the culinary SME segment through targeted outreach and the flexible ordering model that distinguishes RPA Sukahati from competitors with higher minimum order requirements.

This shared foundation points to something the resource-based view's general claim about non-depleting resources does not fully capture on its own: a resource-orchestration bundling effect, in which a single core resource, certification and quality consistency, is redeployed across distinct value-creating activities without additional capability investment. Such bundling is more typical of resource-rich incumbents than resource-constrained SMEs, and it helps explain why RPA Sukahati's moderate, rather than strong, IFE/EFE position still produces a QSPM outcome that is decisively actionable. This nuance is largely absent from prior SWOT–QSPM applications in the agri-food SME literature (Yuliandri, & Ade, 2022; Shoofiyani, Belgiawan, Hariyanto, Enriko, Sulyani, & Larasati, 2022), which tend to treat each SWOT quadrant's top strategy as an independent recommendation rather than examine resource overlap across quadrants.

The lower TAS scores for WO1 (4.01) and WT1 (3.69) reflect sequencing rather than strategic unimportance, a pattern consistent with QSPM-based strategy studies more broadly, which typically show that strategies addressing structural weaknesses score lower than strategies built on existing strengths, precisely because the latter can be executed immediately, while the former require prior capability development. Both WO1 and WT1 address genuine and significant organizational weaknesses, market intelligence gaps, and technology adoption lags, respectively, but both require capability development before they can deliver returns. WO1 is the more immediately actionable of the two, as it builds on existing information system infrastructure (S7) without requiring new platform investment, and could realistically be implemented within six to twelve months as a medium-term priority following the establishment of ST2 and SO1 execution routines. WT1, by contrast, requires coordinated investment in both technology and workforce development and is best sequenced as a longer-term organizational capability-building initiative that positions the company to compete more effectively with technology-enabled rivals over a three-to five-year horizon.

A broader finding from the analysis concerns the strategic role of halal and NKV certifications in agri-food SME contexts. Across the QSPM evaluation, certification (S3 and O4) consistently registered high attractiveness scores relative to the strategies most likely to strengthen the company's competitive position, a result that goes beyond simply confirming the value of certification. Prior Indonesian MSME studies (Giyanti, Indrasari, Sutopo, & Liquiddanu, 2021) have documented that certification builds buyer trust and market access, largely as an isolated qualitative observation. This study extends these findings in three ways. First, by embedding certification within a comparative QSPM ranking against six other strategic factors, it quantitatively shows that certification-linked strategies outrank price- and product-based alternatives as the firm's top strategic priority, a comparative weighting that purely qualitative or single-factor analyses cannot provide. Second, the case data show certification operating across three value dimensions simultaneously rather than in isolation: it qualifies the company for the high-value HOREKA segment (N1, N3), functions as a trust

signal that builds customer loyalty (C1, C2), and acts as an entry barrier against less-compliant competitors (N1, P2), a multi-dimensional bundling effect not captured when certification is examined through a single lens, as in previous studies. Third, this finding is documented at the downstream processing-distribution stage, a segment of the poultry value chain largely absent from prior halal certification and SWOT–QSPM literature, which has concentrated on upstream producers or general MSMEs (Yuliandri and Ade, 2022; Shoofiyani et al., 2022). Taken together, this positions certification not merely as a documented trust factor but as a quantifiably dominant, multi-dimensional competitive lever, extending the existing SWOT–QSPM literature's emphasis on price and product as the primary differentiators in agri-food competition (Yuliandri & Ade, 2022). It does so by identifies certification as a third, comparatively under-examined lever in developing market agri-food contexts.

5. Conclusions

5.1 Conclusion

This study applied an integrated IFE/EFE/IE/SWOT/QSPM framework to examine why RPA Sukahati, a family owned poultry slaughterhouse and distributor, faced stagnant revenue despite favorable national demand growth (NDG). The internal assessment (IFE = 2.79) and external assessment (EFE = 2.71) placed the firm in Cell V of the IE Matrix, prescribing a hold-and-maintain posture of selective defense and measured expansion. QSPM evaluation identified two co-equal top priorities for concurrent implementation: reinforcing SOP-driven quality consistency and certification-based positioning (ST2, TAS = 4.52), and expanding into the culinary SME segment through flexible ordering and certification (SO1, TAS = 4.43), followed by structured market-response tracking (WO1) and a digital-workforce upgrade (WT1) as medium- and long-term priorities. All four top-ranked strategies converge on the same underlying asset, certification, and production quality consistency, suggesting that the firm's path out of stagnation lies in leveraging existing capabilities rather than acquiring new ones.

Theoretically, this study extends resource-based view applications in SWOT–QSPM research by showing how a single valuable resource can be deployed simultaneously across defensive and offensive strategies without depletion and advances certification's treatment in the literature from an isolated trust signal to a quantifiably dominant, multi-dimensional competitive lever. Practically, RPA Sukahati should formalize certification-based marketing and SOP compliance while pursuing culinary-segment outreach ahead of long-term digital investment. More broadly, agri-food SMEs facing similar thin IFE/EFE margins and price-sensitive markets should treat existing certifications as active competitive assets, prioritize redeploying proven capabilities before investing in new ones, and, where feasible, validate single-researcher strategic scoring with multiple raters before committing resources.

5.2 Research Limitations

This study had several limitations. First, the single-case design limits generalizability beyond the RPA Sukahati without further validation. Second, the IFE/EFE weights and ratings, as well as the QSPM Attractiveness Scores in Table 7, were researcher-assigned from qualitative interview data rather than being derived from a statistically validated or multi-rater instrument. Given the narrow 0.09-point gap separating the top two QSPM-ranked strategies (Section 4.5), the ranking should be read as an indicator of relative priority rather than a precise ordering. Third, the nine purposively selected informants, while triangulated across internal and external perspectives, represented a relatively small sample that may not capture the full range of stakeholder views. Finally, the analysis was cross-sectional and evaluated strategy attractiveness rather than detailed implementation cost, timeline, or feasibility, limiting its use as a standalone execution plan. Future research applying this framework to similar agri-food SMEs would benefit from multi-rater scoring or a structured survey instrument to reduce the subjectivity of a single researcher.

5.3 Suggestions and Directions for Future Research

Future research should replicate this SWOT-QSPM framework across multiple agri-food processors to test the generalizability of both the methodology and the certification-as-differentiator finding, ideally validating factor weights through a larger and more structured survey instrument. Longitudinal studies

tracking revenue and competitive outcomes after strategy implementation would also strengthen the evidence base, as would the extension of the QSPM with feasibility criteria such as cost and timeline.

For RPA Sukahati, ST2 and SO1 should be implemented concurrently, given their shared foundation in certification and quality consistency, with WO1 pursued as a medium-term priority and WT1 as a longer-term capability investment. An interim, lightweight customer feedback mechanism is also recommended ahead of the full WO1 implementation.

Acknowledgement

The authors would like to thank RPA Sukahati and all the informants who provided valuable data and insights for this study. The authors also acknowledge Telkom University for the academic support during the research and writing process.

Author Contributions

MAH contributed to the conceptualization, study design, data collection, data analysis, interpretation of the findings, manuscript drafting, visualization, and revision of the article. MRS contributed to supervision, methodological guidance, validation of the analysis, critical review, manuscript revision, and final approval of the article. Both authors have read and approved the final manuscript.

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