

## **Strategic Planning Using SWOT Matrix and QSPM: Case Study Analysis at Prima Fotocopy Center**

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### **Abstract**

*Prima Fotocopy Center is a photocopying center business that provides black and white and color photocopying services. Prima Photocopy Center was established on January 20, 1998, in Bima City, West Nusa Tenggara. The study was conducted for 3 weeks, namely on December 18–January 7, 2024 in Bima City, West Nusa Tenggara. The purpose of this study is to determine the strategic planning for the development of "Prima Fotocopy Center" using the SWOT and QSPM matrices in achieving competitive advantage. This study uses a qualitative method that collects data through interviews with owners, employees, and customers. Data is collected to identify internal and external factors. In this study, data processing is carried out using the IFE (Internal Factor Evaluation), EFE (External Factor Evaluation), IE (Internal External), SWOT (Strengths, Weaknesses, Opportunities, Threats), SPACE Matrix, and QSPM (Quantitative Strategic Planning Matrix) matrices, where this method is used to identify and evaluate strengths and weaknesses as well as opportunities and threats in the market environment. This study also uses source triangulation and technical triangulation techniques in a single case study analysis. The results show that Prima Fotocopy Center leverages its strengths such as digital service quality and market competition. In the IE Matrix, Prima Fotocopy Center is in quadrant II, indicating an average position that has achieved growth and development strategies such as market penetration and product development. The QSPM Matrix determines the attractiveness of the strategy to be prioritized based on the highest score. In conclusion, Prima Fotocopy Center is obliged to improve its online services to increase customer convenience and update its digital photocopying system to meet customer needs in the digital era.*

**Keywords:** *Strategic Planning, Business Strategic Planning, SWOT Analysis, QSPM Analysis, SPACE Matrix.*

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## **INTRODUCTION**

With the continued growth of businesses in Indonesia, primarily driven by the growth of the working-age population that has outpaced available jobs, there is a potential imbalance in the number of available jobs. According to Aqil et al. (2024), utilizing the current situation will encourage people to be more innovative to meet increasing financial needs. Photocopying is one type of business that is growing to support education and office activities. This type of business provides services using electronic devices to copy documents, books, and other identity cards (Ahmad, 2015). The development of photocopying services, especially in Bima City, West Nusa Tenggara, has led Prima Fotocopy to open two branches. The first branch, called Pusat Fotocopy Prima Dua, is located in a shopping area near elementary, middle, and high schools. The second branch is located in an office area near a private university. This demonstrates the importance of photocopying services in meeting the growing educational and office needs in the area, due to the increasing number of students at various levels, including high schools and universities. Photocopy machines come in two types: standard black-and-white photocopiers, which can copy text or images from original documents onto white paper in black and white. Color photocopiers produce files that are identical to the original, such as family cards, identity cards, and other colored documents. Photocopier components include a lens, drum, toner, and a lighting mechanism. The photocopying business falls under both services and trade. Micro, small, and

medium enterprises (MSMEs) have been operating for 25 years and have obtained a business license to operate a photocopying business in Bima City, West Nusa Tenggara. Prima Fotocopy Center was established in Bima City, West Nusa Tenggara, on January 20, 1998. Prima Fotocopy Center was first established after discovering a lack of photocopying services in Bima City. They decided to try opening a photocopying service by purchasing a shophouse in a shopping center and calling it Prima Fotocopy Center.

They then purchased two photocopiers, a laminating machine, a paper cutter, and several office supplies. Prima Fotocopy's photocopying business has grown over time and now has a loyal client base. In addition, Prima Fotocopy Center has collaborated with various offices and schools. Prima Fotocopy Center added one photocopier each month, totaling ten units. Four years later, they had enough money to purchase a shophouse. After two years, Prima Fotocopy Center opened a new branch, Prima Dua Fotocopy Center, by renting a shophouse in the office center on Jalan Gatot Subroto, Sadia, Bima City. By opening new branches near offices, the photocopy company. However, when starting this photocopying business, Prima Fotocopy encountered several problems. One of these was when the photocopier experienced problems, such as sudden power outages, which caused blurry copies and jammed paper feeders. Prima Fotocopy not only provides black-and-white photocopying services but also offers a variety of products such as laminating, office stationery, regular book binding, thick book binding, spiral binding, and thesis binding. After being affected by the COVID-19 pandemic, Prima Fotocopy Center's sales declined, resulting in a reduction in the number of employees to seven. Prima Fotocopy offers its customers the advantage of fast, timely completion with excellent results, resulting in customer satisfaction. One of Prima Fotocopy's advantages is that it provides receivables to customers and Prima Fotocopy pays them.

**Table 1. Number of Photocopy Business Actors in Bima City, West Nusa Tenggara**

No	Year	Number of business actors
1	2019	20 Businessmen
2	2020	10 Businessmen
3	2021	10 Businessmen
4	2022	17 Businessmen

(Source: Department of Cooperatives, Industry and Trade, Bima City, West Nusa Tenggara, 2023)

Table 1 above shows the number of photocopying businesses operating annually. The increasing public demand for photocopying services in daily activities and high customer demand have encouraged business owners to open their own photocopying businesses. One such provider in Bima City, West Nusa Tenggara, is Prima Photocopy Center. However, customer interest in the photocopying business fluctuates annually. Prima Photocopy Center must consider how to remain competitive and attract customers as more businesses compete each year. Table 1 also shows a breakdown of businesses in Bima City, West Nusa Tenggara, from 2019 to 2022. Furthermore, based on the growth of the photocopying business in 2019, it had expanded to 20 businesses and received orders from educational institutions and offices. In 2020-2021, during the COVID-19 pandemic, many photocopying businesses in Bima City closed. This is due to the fact that most Bima residents prefer using digital platforms and rarely use physical documents. The number of photocopying businesses increased to 17 in 2022. Many previously closed businesses have reopened, and some have recently reopened. The photocopying business began to recover in 2022, with competitors offering significantly lower prices than established photocopying rates, as the industry's growth over the past two years has been impacted by COVID-19.

**Table 2. Total Income of Prima Photocopy Center, Bima City, West Nusa Tenggara**

No	year	Total Business Income
1	2019	Rp. 547.100.000
2	2020	Rp. 245.200.000
3	2021	Rp. 192.500.000
4	2022	Rp. 152.320.000

(Source: Prima Fotocopy Center in Bima City, West Nusa Tenggara, 2023)

Table 2 above shows that Prima Fotocopy Center's revenue has fluctuated over the past four years. The highest revenue for Fotocopy Center was Rp. 547,100,000 in 2019. It then dropped drastically to Rp. 245,200,000 in 2020, but revenue remained substantial. In 2021, the decline was only Rp. 192,500,000. However, Prima Fotocopy's revenue still fell to Rp. 152,320,000 in 2022. This shift in revenue can be caused by many things, such as changes in customer demand, market competition, changes in marketing approaches in the digital era, or external factors, such as the pandemic, which can impact Fotocopy operations.

**Table 3. Total Profit of Prima Photocopy Center, Bima City, West Nusa Tenggara**

No.	Year	Amount of Business Profit
1	2019	Rp. 236.375.000
2	2020	Rp. 109.375.000
3	2021	Rp. 116.625.000
4	2022	Rp. 86.875. 000

(Source: Prima Photocopy Center in Bima City, West Nusa Tenggara, 2023)

Based on Table 3 above, it can be concluded that Prima Fotocopy Center's profits have fluctuated over the past four years. In 2019, profits reached Rp 236,375,000. Then, in 2020, Prima Fotocopy experienced a significant decline, reaching Rp 109,375,000. In 2021, profits increased slightly to Rp 116,625,000, but in 2022, there was a smaller decline to Rp 86,875,000, a decrease from the 2021 profit.

In the digital age, documents are often available in electronic formats such as PDFs or documents, and school exams must be taken online, and Prima Fotocopy does not yet accept online orders. Another factor contributing to the decline in Prima Fotocopy Center's profits is technological change. Prima Fotocopy Center's plan is to offer online shopping services for photocopying orders via phone or WhatsApp, and under certain conditions, they will offer free shipping.

For Prima Fotocopy Center, customer satisfaction is a top priority. However, despite technological advancements, photocopying machines remain essential. The increasingly evolving business world, coupled with intense competition among photocopying service providers, is driving photocopying business owners to develop effective plans to increase their sales. Currently, many other photocopying companies are striving to improve their products and services, including photocopying, to meet customer needs.

According to Rucheni et al. (2025), businesses are encouraged to seize opportunities in an ever-changing and competitive business environment. A business must strive to remain relevant and competitive in the market. Prima Fotocopy Center must continuously innovate and provide better solutions to meet customer needs. Business transformation can be driven by

economic growth and technological advancements. This can guide efforts, create value for customers, and win in the market (George et al., 2019).

Strategy is crucial in business because it can help Prima Fotocopy Center create better plans using methods that align with the company's needs and goals. By having the right plan, they can identify opportunities, address problems, and encourage employees to be more courteous and provide customers with information about photocopying services that meet their needs. The purpose of this study is to determine the best way to gain a competitive advantage in Prima Fotocopy Center's business development using the SWOT matrix and QSPM.

## RESEARCH METHODS

This research was conducted using a qualitative approach with a case study design, focusing on data collection through interviews to obtain accurate information from informants. Qualitative research with a case study design aims to produce valid results from various information gathered through interviews (Sekaran & Bougie, 2016). Sekaran & Bougie (2016) also stated that a single case study design is a type of case study research where the focus of the research is a unique and significant case unit. Furthermore, in this research design, direct observation will be used to determine the condition of "Prima Fotocopy Center," while the SWOT matrix and QSPM are methods that can be used to measure the phenomenon that occurs by focusing more on an in-depth understanding of the phenomenon and collecting data from observations and interviews. This case study will investigate a phenomenon that has occurred at a specific time. Researchers will use a stratified random sampling technique to obtain information by interviewing 10 informants at "Prima Fotocopy Center," consisting of one owner (key informant), two employees, and two loyal customers since 2015.

This study used interviews, non-participant observation, and documentation studies to collect data. Data analysis is a series of steps used to process field data to produce relevant and useful conclusions for solving problems and enabling understanding of research findings (Schoonenboom, 2023). This study employed data analysis techniques such as data reduction, presentation, and verification. Furthermore, source triangulation and triangulation techniques were used to verify data validity and produce valid and concrete results for confirmability.

## RESULT AND DISCUSSION

### **Internal Factor Evaluation (IFE) Matrix Analysis of Prima Fotocopy Center**

According to Zulkarnain et al. (2018), the internal factor matrix encompasses internal factors that influence the requested business performance (Zulkarnain et al.). The IFE method was used to identify the internal strengths and weaknesses of Prima Fotocopy Center. Internal data was collected to examine financial, workforce, and operational issues at Prima Fotocopy Center. These internal factors are crucial because they can directly impact the company. These internal factors were obtained through interviews conducted at the company. Then, using the SWOT matrix method, interviews with owners, employees, and customers were identified, who then completed questionnaires to assess or limit each factor analysis.

**Table 6. IFE Matrix (Internal Factor Evaluation)**

Internal Factors	Weight	Rating	Score
<b>Strength</b>			
Quality service and extensive branch network	0.05	4.00	0.2
Adequate online services	0.06	3.00	0.18
Online payment system	0.15	3.00	0.45
Strategic business location	0.2	4.00	0.8
Special promo price for subscribed customers.	0.04	3.00	0.12
<b>Weakness</b>			
Old version of photocopier machine	0.04	1.00	0.04
Unfriendly employees	0.2	1.00	0.2
Lack of employee trainers	0.05	2.00	0.1
Reliance on manual processes	0.15	2.00	0.3
Less varied services	0.06	2.00	0.12
<b>Total Skor</b>	<b>1</b>		<b>2.51</b>

(Source: Processed Primary Data, 2025)

Based on the results of Table 6 of the IFE matrix, strength has been given a rating for each factor, which is in accordance with the identification of the informants' interviews, which is explained as follows:

"The service quality and extensive network are rated highly agreeable because the service quality at Prima is already quite good and comprehensive" (Informant 1, 2024).

"In my opinion, the development strategy has had a very positive impact on the development and growth of the store. The strategy, which focuses on technology integration, is very helpful in terms of service quality, and the use of innovation can increase our competitiveness in changing market share" (Informant 2, 2024).

"My experience, Miss, using the Prima photocopier service here in the digital era is very positive, Miss, because I feel that their photocopier service is very responsive and efficient" (Informant 3, 2024).

Based on the statements of the three informants, it can be concluded that the first factor, service quality and extensive branch network, received a rating of 4.00. They strongly agreed that service quality is important and a key focus for achieving customer satisfaction. According to the informants, with an extensive branch network, Prima Fotocopy serves customers in various locations better, and Prima has received positive feedback regarding consistent service quality at each branch.

Regarding the service quality and extensive branch network, before the pandemic, customers tended to prefer using physical documents. Before the COVID-19 pandemic, photocopier businesses with good equipment and fast service were often in high demand. Photocopier businesses located near offices, campuses, and shopping centers made them more accessible.

However, after the COVID-19 pandemic, photocopier businesses were required to implement online services and delivery to customers' locations. During the pandemic, many photocopier businesses experienced a decline in revenue due to the online shift in Bima City. To address this first factor, Prima Fotocopy Center adapted, for example, by offering document pick-up and delivery services. This is consistent with the identification of informant 4 in the interview, as explained below:

"...because everything is online these days, ordering food online, buying clothes online, everything is online. What's the problem if Fotocopy has an online payment service? This online service is more effective, in my opinion?" (Informant 5, 2024).

Based on Informant 5's statement, it can be concluded that the third strength factor, the online payment system, received a rating of 3.00. According to Informant 5, with the addition of online services, they would agree.

Regarding the online payment system factor, before the pandemic, Prima Fotocopy implemented an online payment system that only involved transfers and was too focused on online payments. However, during the pandemic, all residents of Bima City preferred using online payments. With this strength, Prima Fotocopy Center will continue to use an online payment system. This is done to reduce physical contact and cash transactions that carry the risk of spreading the virus. This is consistent with the identification of informants in interviews, which is explained as follows:

"The business location I chose is perfect, close to the city center and office district" (Informant 1, 2024).

"This prime location is very affordable because it's close to the city," (Informant 4, 2024).

"As customers, it's very easy to get to this prime location; it's the easiest to find." (Informant 5, 2024).

Based on the statements of the three informants, it can be concluded that the fourth factor, strategic business location, received a rating of 4.00. Prima Fotocopy is located in a strategic area, centered in the city center, in a shopping area, close to schools, campuses, and office areas. With its strategic business location, Prima Fotocopy Center is easily accessible to the public because it is located in the city center, a shopping area, and schools. The second branch is located in an office area. In today's era, despite Prima Fotocopy Center's strategic location, it must also adapt to online services and document pick-up and delivery. This will satisfy customers, eliminating the need to go to a photocopy shop, even though the business is easy to find. This aligns with the identification of informants in interviews, as explained below:

"I offer discounts if a customer requests them, especially if they're new, but I always offer discounts to existing customers" (Informant 1, 2024).

"Providing special promotions or discounts for customers can make the shopping experience at Prima even better with promotional prices" (Informant 2, 2024).

"I'm very satisfied with the online service and document pick-up service provided" (Informant 4, 2024).

Based on the statements of the three informants, it can be concluded that, in the fifth factor, the special promotional price for regular customers received a rating of 3.00 because it significantly met customer needs.

In the fifth factor, Prima Fotocopy Center offers a special promotional price for regular customers, which is an effective strategy for building customer loyalty. This can encourage repeat purchases. Promotional prices should be tailored to customer needs, for example, by offering special packages for large-volume photocopying services. Based on the results of Table 6 of the IFE Weakness Matrix, each factor has been rated, which aligns with the identification of informant 1 in the interview, as explained below:

"Internal weaknesses that may require special attention involve technology that is not yet fully integrated" (Informant 1, 2024).

Based on informant 1's statement, the first factor, "The old version of the photocopier machine," was given a rating of 1.00, which is considered very important. Prima Fotocopy's weakness lies in its competitors using the latest, more advanced photocopiers. Many other photocopy businesses are using digital photocopiers. This weakness can be addressed by upgrading the photocopier to a more advanced version to achieve sharp, blur-free results.

Based on customer feedback via chat, the second factor, "The unfriendly employees," was given a rating of 1.00, which strongly agrees with the statement. Prima Fotocopy Center received a complaint from a customer who said, "The store employees are very rude and rude to customers. In short, the employees are not polite at all." This is a weakness that Prima Fotocopy Center needs to address.

The unfriendly employees factor stems from the fact that during peak times at Prima Fotocopy, customers seeking appropriate service were not served well. The solution to the problem of unfriendly employees is by evaluating employee performance and providing constructive feedback, which is in accordance with the identification of informant 2's interview, which is explained as follows:

"From the perspective of our employees, we are always well trained and strive to build team cohesion so that they can be competent and involved as a major force in today's modern era" (Informant 2, 2024).

Based on the statement of informant 2, the third factor, the lack of employee training, was given a rating of 2.00, which is not very important because they have mastered the procedures for using the photocopy machine.

"Overall, I feel that Prima Fotocopy Center has succeeded in adapting to technological changes, but there is potential to provide information to customers about the latest services or changes made" (Informant 4, 2024).

Based on informant 3's statement, the fourth factor, Dependence on manual processes, was given a rating of 2.00, which is not very important because there are changes that have been made by the Prima Fotocopy Center, although they are not yet perfect. Based on the results of observations made by researchers, the fifth factor, services that are less varied, was given a rating of 2.00 because Prima Fotocopy has not been able to provide clear information with changes in services at Prima and there are still many customers who do not know about the latest services that Prima Fotocopy has. The solution to this problem, Prima Fotocopy will provide or offer various services such as printing posters, banners and making brochures.

### **External Factor Evaluation (EFE) Matrix Analysis of Prima Fotocopy Center**

The external factor evaluation (EFE) matrix is a matrix that identifies external factors that can influence the performance of a photocopying business (Zulkarnain et al., 2018). The EFE matrix is used to identify external factors such as opportunities and threats. In this study, the focus was on Prima Fotocopy Center in Bima City. External data was collected to analyze external factors related to the environment, culture, politics, technology, and competition surrounding the photocopying business. External factors are important because they can directly or indirectly influence a photocopying business. These external factors include opportunities, which are beneficial factors for the photocopying business, and threats, which require attention because they can negatively impact Prima Fotocopy Center. These factors were obtained from interviews at Prima Fotocopy Center. Then, for each factor, an assessment or weighting is given through a questionnaire filled out by the owner, employees and customers using the SWOT matrix method.

**Tabel 7. Matriks EFE (External Factor Evaluation)**

<b>Faktor Eksternal</b>	<b>Bobot</b>	<b>Rating</b>	<b>Skor</b>
<b><i>Opportunities</i></b>			
Provide online promotions	0.15	3.00	0.45
Digital printing services and new branches	0.06	3.00	0.18
Free shipping service	0.04	2.00	0.08
Partnerships with technology companies	0.03	2.00	0.06
Development of poster printing services and services	0.2	4.00	0.8
<b><i>Threats</i></b>			

<b>Faktor Eksternal</b>	<b>Bobot</b>	<b>Rating</b>	<b>Skor</b>
Competing with competitors and lack of demand	0.06	2.00	0.12
Technological changes due to the impact of the Covid-19 pandemic	0.2	3.00	0.6
Compete on price	0.04	2.00	0.08
Competition with digital platforms	0.15	1.00	0.15
Changing customer trends	0.03	1.00	0.03
<b>Total Skor</b>	<b>1</b>		<b>3.27</b>

(Source: Processed Primary Data, 2025)

Based on the results of Table 7 of the EFE matrix, Opportunities have been given a rating, which is in accordance with the identification of the informants' interviews, which is explained as follows:

"Sometimes I post promotions on Instagram and WhatsApp statuses to let people know that our store has special promotions on certain days" (Informant 1, 2024).

"Promotions are usually uploaded by other employees, so I just look at Prima Fotocopy Center's own snaps" (Informant 3, 2024).

"I enjoy being able to find out information on their Instagram. Sometimes I'm interested in the promotions at Prima," (Informant 5, 2024).

Based on the statements of the three informants, it can be concluded that the first factor, Providing online promotions, was given a rating of 3.00, agreeing with this factor because with online promotions, customers will find it very easy to find out information and other promotional prices on the Prima Fotocopy Center social media platform. This will affect the performance of the Prima Fotocopy Center.

"Prima Fotocopy Center is obliged to adopt new technology and online payment systems to increase efficiency and provide a better customer experience" (Informant 1, 2024).

Based on the statement of informant 1, it can be concluded that, in the second factor, digital printing services and new branches were given a rating of 3.00, strongly agreeing that the existence of this more sophisticated digital printing service is one of the advantages for Prima Fotocopy Center. With the new digital printing service, the photocopy results will be sharper so that it can satisfy consumers to continue subscribing to Prima Fotocopy Center, where this is in accordance with the identification of the informants' interviews which are explained as follows: "... I offer this free shipping service to customers who meet the minimum number of photocopies, and to customers located near this Prima Fotocopy Center" (Informant 1, 2024).

"I'm really happy with this free shipping service. It saves me the hassle of having to pick it up at the location. I can just wait at my location and receive it at my home." (Informant 4, 2024).

Based on statements from informants 1 and 4, it can be concluded that in the third factor, the free shipping service was given a rating of 2.00 because the existence of free shipping can reduce the costs that must be incurred by customers and will make online purchases more attractive if there is free shipping.

"Usually, when I order machines and other tools like laminating, I have to make an agreement to help become a trainer at the beginning so that my employees understand the new equipment that I bring in" (Informant 1, 2024).

Based on the statement from informant 1, it can be concluded that the fourth factor of partnership with technology companies was given a rating of 2.00 agree because if they collaborate with technology companies, Prima Fotocopy will get access to solutions using the latest digital machines which are better and more efficient.

"I used to have a poster service business, but I focused more on photocopying and binding, along with office stationery. But I will consider this poster service again, sis. Maybe I will open another one, but at another branch" (Informant 1, 2024).

Based on the two statements from informant 1, it can be concluded that in the fifth factor, the development of poster printing services and services was given a rating of 4.00 strongly agree because previously it had not maximized the development of poster printing services by adding poster printing services to be able to utilize the market that has not been fully served by the development of poster services, it will attract new customer segments such as local businesses, educators, community organizations and communities that need visual promotional materials. Based on the results of Table 7 regarding the EFE matrix, threats have been given an assessment (rating), where this is in accordance with the identification of informant 1's interview which is explained as follows:

".....the competition here is very tight, some even dare to lower the price, sis, it can be below 300 per sheet for photocopies, even though previously there was a regulation that the price could not be different, but that's how it is, it keeps changing here" (Informant 1, 2024).

Based on the statement from informant 1, it can be concluded that, In the first factor, competing with competitors and lack of demand were given a score of 2.00 because they agreed with it. Prima Fotocopy experienced a decline because in the Prima Fotocopy area there was tight competition which could result in income. The solution to this problem is that Prima Fotocopy Center must create the right strategy to be implemented in Prima Fotocopy in order to reduce existing threats.

"Previously, before Covid, it was quite busy, but after Covid, starting in the 2020s, if I'm not mistaken, after Covid, the photocopying business has become quiet now, but for example, having online services is good because it can increase competitiveness and add more customers" (Informant 3, 2024).

Based on the statement from informant 3, it can be concluded that, in the second factor of technological change due to the impact of the COVID-19 pandemic, a rating of 3.00 was given, strongly agreeing with this, where this is in accordance with the identification of the informants' interviews which is explained as follows:

"It's the same as what I told you here. The competition here is even more intense on price. It can be very low if you offer that price. I'm sometimes confused, so I just offer promotions. That's one of the strategies at Prima Fotocopy Center." (Informant 1, 2024).

"Sometimes I'm tempted by low prices. Who wouldn't want that? But I just like this Prima store. There's something that makes me happy, maybe it's the comprehensive service." (Informant 4, 2024).

Based on the statements from informants 1 and 4, it can be concluded that, in the third factor, Competing in price is given a rating of 2.00 agree because after observing directly at the Prima Fotocopy location, it has been found that other photocopy businesses in Bima city provide lower prices than Prima Fotocopy Center, such as providing a price of 300/sheet of photocopy and other competitors are able to provide cheaper prices starting from 150-200/sheet, where this is in accordance with the identification of interviews with informants which is explained as follows:

"Wow, everything here is online, even documents can be saved to your phone, so it's rare now. Sometimes, school even takes exams on your phone." (Informant 1, 2024).

"We used to have a lot of tenders, but exams are always busy. Now, maybe because it's online on your phone, there are fewer photocopies of tests, so it's rarer." (Informant 2, 2024).

"I prefer paper-based exams, but that's the school's policy. Taking exams on your phone is a hassle for me, too, and I have to download more apps." (Informant 5, 2024)

Based on the statements of informants 1, 2 and 5 it can be concluded that, In the fourth factor of competition with digital platforms, a rating of 1.00 is given because this factor can endanger Prima Fotocopy. With the existence of digital platforms, many people can now easily print and copy their own documents, in addition, digital platforms provide benefits for storing documents online which reduces people's dependence on storing physical documents that must

be printed. This is very dangerous because it will result in a decrease in demand for Prima Fotocopy Center.

"Sometimes customers change, some still want to use physical documents, some have already saved them on their cellphones, but there are still many who come here to take care of things like ID cards, sis," (Informant 3, 2024).

Based on informant 3's statement, it can be concluded that the fifth factor, changes in customer trends, was given a rating of 1.00. Because it has been felt that customers are switching to digital methods for storing their documents, this has reduced the demand for physical photocopying services for photocopying businesses that are unable to adapt to changes in customer trends.

**Tabel 8. Matriks IE (Internal–Eksternal)**

	<b>Strong</b>	<b>Average</b>	<b>Weak</b>
	<b>(3-4)</b>	<b>(2-2,99)</b>	<b>(1-1,99)</b>
<b>Tall</b>	<b>I</b>	<b>II</b>	<b>III</b>
<b>(3-4)</b>			
<b>Intermediate</b>	<b>IV</b>	<b>V</b>	<b>VI</b>
<b>(2-2,99)</b>			
<b>Low</b>	<b>VII</b>	<b>VIII</b>	<b>IX</b>
<b>(1-1,99)</b>			

(Source: Processed Primary Data, 2025)

Based on Table 8 of the Internal-External Matrix, the results of the IFE and EFE Matrix analysis show that the IFE (Internal Factor Evaluation) matrix has a total score of 2.51 and the EFE (External Factor Evaluation) matrix has a total score of 3.27. In the IE matrix, the vertical axis represents the IFE (Internal) score, and the horizontal axis typically represents the EFE (External) score. According to the information contained in the IE matrix, the horizontal axis.

- A score above 3.0 is considered Strong
- A score between 2.99 and 2.0 is considered Average
- A score below 1.99 is considered Weak

From the IE matrix, it can be concluded that the IFE and EFE matrices both fall into the strong category in quadrant II, as the IFE matrix scored 2.51 and the EFE matrix scored 3.27. This indicates that the company can implement growth and development strategies, such as market penetration and product development. The IE matrix is used to determine the overall strategy that should be employed by the company.

**Prima Fotocopy Center SWOT Analysis**

Based on the IE matrix analysis, Prima Fotocopy Center is in Quadrant II of the IE matrix. Therefore, it is considered to have many opportunities and should be aggressive in implementing development strategies, as illustrated in the SWOT matrix in Table 9 below:

**Tabel 9. Matriks SWOT Prima Fotocopy Center**

<b>INTERNAL</b>  <b>EKSTERNAL</b>	<b>STRENGTH:</b>	<b>WEAKNESS:</b>
	<ol style="list-style-type: none"> <li>1. Quality of service and extensive branch network</li> <li>2. Adequate online service.</li> <li>3. Online payment system.</li> <li>4. Strategic business location.</li> <li>5. Special promotional prices for regular customers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Old-style photocopiers</li> <li>2. Unfriendly employees</li> <li>3. Lack of training for staff</li> <li>4. Reliance on manual processes</li> <li>5. Lack of variety in services.</li> </ol>
<b>OPPORTUNITIES:</b>	<b>STRATEGI SO:</b>	<b>STRATEGI WO:</b>
<ol style="list-style-type: none"> <li>1. Providing online promotions</li> <li>2. Digital printing machines and new branches</li> <li>3. Free shipping services</li> <li>4. Partnerships with technology companies</li> <li>5. Developing poster printing services.</li> </ol>	<ul style="list-style-type: none"> <li>• Leveraging quality service and an extensive branch network to expand poster printing services (S1, O5)</li> <li>• Utilizing adequate online services and providing online promotions to enhance customer convenience (S2, O1)</li> <li>• Implementing an online payment system at new branches to facilitate payments (S3, O2)</li> <li>• Adding poster printing services to strategically located branches (S4, O5)</li> </ul>	<ul style="list-style-type: none"> <li>• Replacing an old photocopier with a digital one for sharper results (W1, O2)</li> <li>• Utilizing employee trainers from a partner photocopier technology company (W3, O4)</li> <li>• Adding a variety of services, including poster printing (W5, O5)</li> </ul>
<b>THREATS:</b>	<b>STRATEGI ST:</b>	<b>STRATEGI WT:</b>
<ol style="list-style-type: none"> <li>1. Competing with competitors and lack of demand</li> <li>2. Technological changes due to the impact of the Covid-19 pandemic</li> <li>3. Competing on price</li> <li>4. Competition with digital platforms</li> <li>5. Changing customer trends</li> </ol>	<ul style="list-style-type: none"> <li>• Utilizing adequate online services to respond to changing customer trends that favor online ordering (S2, T5)</li> <li>• Providing special promotional prices to compete with competitors who lower their prices (S5, T3)</li> </ul>	<ul style="list-style-type: none"> <li>• Improving employee attitudes to compete with competitors (W2, T1)</li> <li>• Replacing manual processes with online ones to address technological changes due to the impact of the Covid-19 pandemic (W4, T2)</li> </ul>

(Source: Processed Primary Data, 2025)

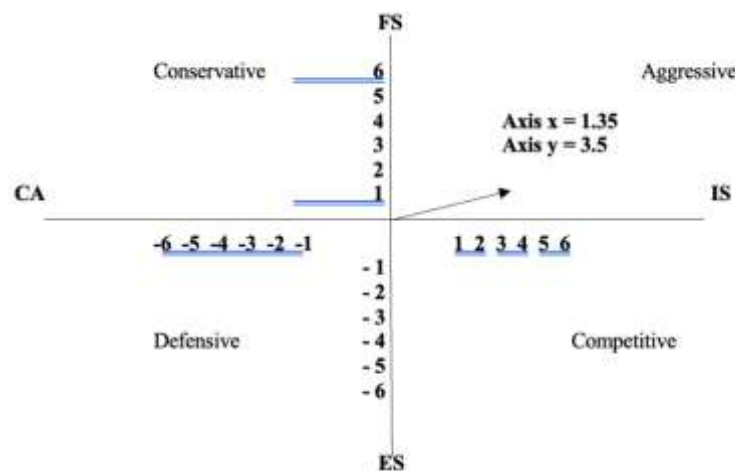
**SPACE Matrix Analysis Results**

Table 11 below is the result of the SPACE matrix analysis:

**Tabel 11. Matriks SPACE**

Internal Strategy Position		External Strategic Position	
Financial Strength (FS)	Ratin g	Environmental Stability (ES)	Ratin g
1. Working capital	5	1. Providing online promotions	-1
2. Company revenue	3	2. Digital printing services and new branches	-3
3. Company profit	2	3. Free shipping services	-2
4. Liquidity	2	4. Partnerships with technology companies	-3
		5. Developing poster printing services	-2
<b>Amount</b>	<b>14</b>	<b>Amount</b>	<b>-11</b>
<b>Average</b>	<b>3.5</b>	<b>Average</b>	<b>-2.2</b>
Internal Strategy Position		Internal Strategy Position	
Competitive Advantage (CA)	Ratin g	Industry Strength (IS)	Ratin g
1. Quality service	- 2	1. Growth potential	4
2. Extensive branch network	- 3	2. Productivity	3
3. Digital photocopier	- 2	3. Financial stability	2
4. Strategic business location	- 2	4. Company capacity	6
5. Promotional prices			
<b>Amount</b>	<b>-12</b>	<b>Amount</b>	<b>15</b>
<b>Average</b>	<b>-2.4</b>	<b>Average</b>	<b>3.75</b>

(Source: Processed Primary Data, 2025)



**Figure 2. SPACE Matrix Quadrant Application Diagram**

(Source: Processed Primary Data, 2025)

**Description:**

The X-axis and Y-axis are as follows:

$$\text{X-axis} = \text{average CA} + \text{average IS}$$

$$= (-2.4) + 3.75$$

$$= 1.35$$

$$\text{Y-axis} = \text{average FS} + \text{ES}$$

$$= 2.4 + (-2.2)$$

$$= 3.5$$

Based on the results of the SPACE matrix, it can be concluded that the vector line is heading towards the aggressive direction (top right) of the SPACE matrix, so companies that are in an aggressive position are expected to be able to use their internal strengths to take advantage of external opportunities and overcome internal weaknesses in order to avoid threats.

### QSPM Matrix Analysis Results

The Quantitative Strategy Planning Matrix (QSPM) is crucial for analyzing each factor within Prima Fotocopy Center. Analyzing both internal and external factors allows for an overall assessment of each factor. Based on the IE matrix, a strategy in quadrant II indicates an intensive strategy, such as market penetration and product development, is being implemented. Selecting alternative strategies using the QSPM method involves calculating the Attractiveness Score (AS) and Total Attractiveness Score (TAS). The strategy with the highest TAS score will be prioritized for implementation at Prima Fotocopy Center, as explained in Table 12 below:

**Tabel 12. Hasil Penilaian QSPM strategi**

QSPM Matrix	Bobot	Market Penetration		Product Development	
		AS	TAS	AS	TAS
<b>Internal Factors</b>					
<b>Strenght</b>					
Quality service and extensive branch network	0.05	3	0.15	4	0.2
Adequate online service	0.06	3	0.18	4	0.24
Online payment system	0.15	4	0.6	3	0.45
Strategic business location	0.2	4	0.8	3	0.6
Special promo price for subscribed customers.	0.04	3	0.12	3	0.12
<b>Weakness</b>					
Old version of photocopy machine	0.04	3	0.12	4	0.16
Unfriendly employees	0.2	4	0.8	3	0.6
Lack of employee trainers	0.05	3	0.15	3	0.45
Reliance on manual processes	0.15	3	0.45	3	0.45
Less varied services	0.06	3	0.18	4	0.24
<b>Opportunities</b>					
Provide online promotions	0.15	3	0.45	3	0.45
Digital printing services and new branches	0.08	3	0.24	4	0.32
Free shipping service	0.04	2	0.08	3	0.12
Partnerships with technology companies	0.03	2	0.06	3	0.09
Development of poster printing services and services	0.2	4	0.8	4	0.8
<b>Threats</b>					
Competing with competitors and lack of demand	0.06	3	0.18	3	0.18
Technological changes due to the impact of the Covid-19 pandemic	0.2	4	0.8	3	0.6
Compete on price	0.04	3	0.12	3	0.12
Competition with digital platforms	0.15	4	0.6	3	0.45
Changing customer trends	0.03	2	0.06	3	0.09

(Source: Processed Primary Data, 2025)

Based on the QSPM matrix assessment of strengths, Prima Fotocopy Center can leverage its strengths by prioritizing the factors with the highest TAS. Among the internal strengths, Prima Fotocopy Center's fourth factor is strategic location, which received an AS of 4 and a TAS of 0.8, and market penetration and product development with an AS of 3 and a TAS of 0.6. This indicates that Prima Fotocopy Center has chosen a location that is accessible to the public.

Based on the QSPM matrix assessment of weaknesses, unfriendly employees received the highest rating in market penetration and product development strategies. Furthermore, reliance on manual processes received the highest rating in market penetration and product development. This requires close attention to the market penetration strategy, which requires employees to be more friendly and courteous to customers. For the product development strategy, Prima Fotocopy Center must shift from manual processes to online processes to address technological changes due to the impact of the COVID-19 pandemic.

Based on the QSPM Opportunities matrix assessment, the service development and poster printing factor obtained AS = 4 and TAS = 0.8 in the market penetration strategy. This indicates that in addition to focusing on photocopying services, Prima Fotocopy is required to develop its poster services and services and be able to promote new services within Prima Fotocopy with low initial prices.

Based on the QSPM Threats matrix assessment, the technological change factor due to the impact of the Covid-19 pandemic obtained AS = 4 and TAS = 0.8. This indicates that Prima Fotocopy Center must be able to adapt more to technological changes. With technological changes, people will become accustomed to using digital platforms, often referred to as online. In the market penetration strategy, Prima Fotocopy.

## CONCLUSION

The research concluded that using the IFE and EFE matrices provides accurate internal and external factors, weighted for the next step in creating an IE matrix. This allows the company to determine the strategy to be implemented through the predetermined quadrant 2. The SPACE matrix, which positions the company in an aggressive position, was used in the final step, using the QSPM matrix. This matrix is the final step in determining strategy selection through the given importance rating. The results indicate that Prima Fotocopy Center can employ market penetration and product development strategies, as determined by the results of the IE matrix previously used.

In its market penetration strategy, Prima Fotocopy Center needs to conduct more attractive promotions than before. In addition to focusing on market penetration strategies, Prima Fotocopy Center must also focus on product development strategies, where Prima must improve existing products or add new ones to improve store performance. In its product development strategy, Prima Fotocopy Center needs to add new products, such as poster printing machines. The addition of new products will increase the number of customers, resulting in more interest in patronizing Prima Fotocopy Center. In addition to implementing the market penetration strategy, Prima Fotocopy Center is required to implement a product development strategy by implementing the product development strategy, the business is expected to add the latest products such as digital photocopy machines that can print, scan and fax directly to the machine. The advantage of digital photocopy machines lies in the complete features that are not yet available on non-digital photocopy machines. Overall, this study emphasizes that a deeper understanding of ethics and responsibility in politics is essential to prevent the misuse of demagoguery and ensure the sustainability of a healthy and well-functioning democracy.

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