

Determining Business Strategies to Increase Sales Using SWOT and QSPM Methods in Furniture Industry

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ABSTRACT

The furniture industry faces increasingly intense competition, requiring companies to implement effective marketing strategies to maintain and expand their market reach. The company under study experiences limited promotional activities and restricted marketing capability, which hinder its ability to reach a broader market. Furniture products are not typically purchased on a daily basis; rather, consumers tend to wait until existing items become worn out before making a new purchase. Such products require well-designed marketing strategies. Therefore, this study aims to identify alternative marketing strategies and determine priority strategies based on the company's internal and external business environment. The methods used in this research were SWOT and QSPM. Internal and external factors were analysed using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices to determine the company's strategic position. Based on the calculations, the IFE score obtained was 2.894, and the EFE score was 3.0375. According to these scores, the company was positioned in cell II (grow and build). Based on the integration of SWOT and QSPM analysis, several strategic priorities were identified. The recommended strategies to enhance marketing are: increasing the number of sales teams to reach a wider market with a score of 10, enhancing promotional activities to expand market reach with a score of 8.1, and participating in exhibitions to introduce products and the company to the public with a score of 8. These findings provide practical guidance for strategic decision-making in the furniture industry, particularly in determining priority marketing strategies to improve sales performance. Overall, this study contributes as a decision-support guideline for practitioners seeking to enhance competitiveness through targeted and prioritized marketing strategies.

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1. Introduction

Marketing strategy plays an important role in helping companies achieve their business objectives (Eze, 2025). It represents a comprehensive plan that guides organizations in achieving their goals in accordance with the mission established by management (Etruly & Nafi'ah, 2023; Evandra, 2024). Marketing can be defined as the process through which companies engage customers, build relationships, and create customer value to obtain value in return (Mahfoozi et al., 2024). Marketing activities are designed to achieve both short-term and long-term objectives. Short-term goals generally

focus on attracting consumer attention to newly introduced products, while long-term objectives aim to maintain product popularity and strengthen market positioning (Hibatullah & Bangsawan, 2025; Irwan et al., 2019). A well-formulated marketing strategy is therefore essential for achieving corporate objectives and maintaining competitiveness (Sonia et al., 2020; Umami & Darma, 2021).

In the furniture industry, marketing strategy becomes increasingly important due to intense market competition and dynamic consumer demand (Mbembae, 2020). Furniture companies must continuously adapt their marketing approaches to meet customer preferences and maintain competitiveness in both domestic and international markets (Prasetya et al., 2025). Marketing activities enable companies to introduce products effectively, create value for customers, and maintain customer loyalty, which ultimately contributes to sales growth (Chin et al., 2018). When consumers are satisfied with a product, they are more likely to remain loyal, thereby increasing the company's sales performance (Prasetyo et al., 2023).

Furniture demand tends to fluctuate annually due to economic conditions and changes in consumer preferences (Salwin et al., 2024). Such fluctuations require furniture manufacturers to develop appropriate marketing strategies in order to sustain and increase their market share (Li et al., 2023; Skorupińska et al., 2024). Companies often adopt various approaches, such as improving product quality, product innovation, technological adoption, and enhancing delivery or installation services. Unlike consumer goods with short life cycles, furniture products are typically purchased for long-term use, which requires companies to design more strategic marketing approaches (Elsayed & Noaman, 2023; Fadillah & Yudianto, 2024).

Historically, many furniture companies have relied heavily on sales teams to maintain relationships with existing customers and attract new buyers (Hilapok, 2025). Sales teams are expected to achieve targets by maintaining relationships with customers and expanding market networks (Erpurini & Juju, 2024). However, the company examined in this study still faces several marketing challenges, particularly limited promotional activities, a relatively small number of sales personnel, and restricted market outreach. These conditions create a gap between the company's current marketing performance and the expected level of market expansion. Consequently, the company needs a structured strategic analysis to determine appropriate marketing strategies that can improve sales performance and competitiveness.

The COVID-19 pandemic also affected the furniture industry by reducing demand and intensifying competition among manufacturers (Ralahallo et al., 2022). This situation encourages companies to reassess their marketing strategies by utilizing existing internal resources and identifying external opportunities to improve their market position. Under such conditions, strategic analysis becomes essential for companies to identify strengths, weaknesses, opportunities, and threats in their business environment (Chen & Yang, 2021). Appropriate strategies can help companies respond effectively to competitive pressures and changing market conditions (Indrasari & Widodo, 2020).

Previous research has widely applied SWOT analysis to formulate marketing strategies. For example, analysis of business strategy method at Top ten Printing in Metro City (Barly & Ardhi, 2026). Their results showed that the company had a favourable internal and external position, but improvements were still required to strengthen marketing performance and expand distribution networks. However, the study only utilized SWOT analysis without applying a quantitative method to determine the priority among alternative strategies (Ahmed et al., 2025).

Several studies have proposed integrating SWOT analysis with the Quantitative Strategic Planning Matrix (QSPM) to evaluate alternative strategies more objectively. The SWOT matrix is useful for identifying strategic alternatives by analysing internal strengths and weaknesses as well as external opportunities and threats (Alfariansyah & Tiara, 2023). Meanwhile, QSPM enables decision-makers to determine the relative attractiveness of different strategic alternatives and to select the most appropriate strategy based on systematic evaluation (Alam & Waluyo, 2024). Despite the increasing use of these methods, studies that specifically examine strategic decision-making in the furniture manufacturing context remain limited.

Therefore, this study aims to analyse the internal and external business environment of a furniture manufacturing company and to determine priority marketing strategies by integrating SWOT and QSPM methods. The results of this study are expected to contribute both theoretically and practically by providing strategic insights into marketing strategy formulation and offering managerial recommendations for improving sales performance in the furniture industry.

2. Method

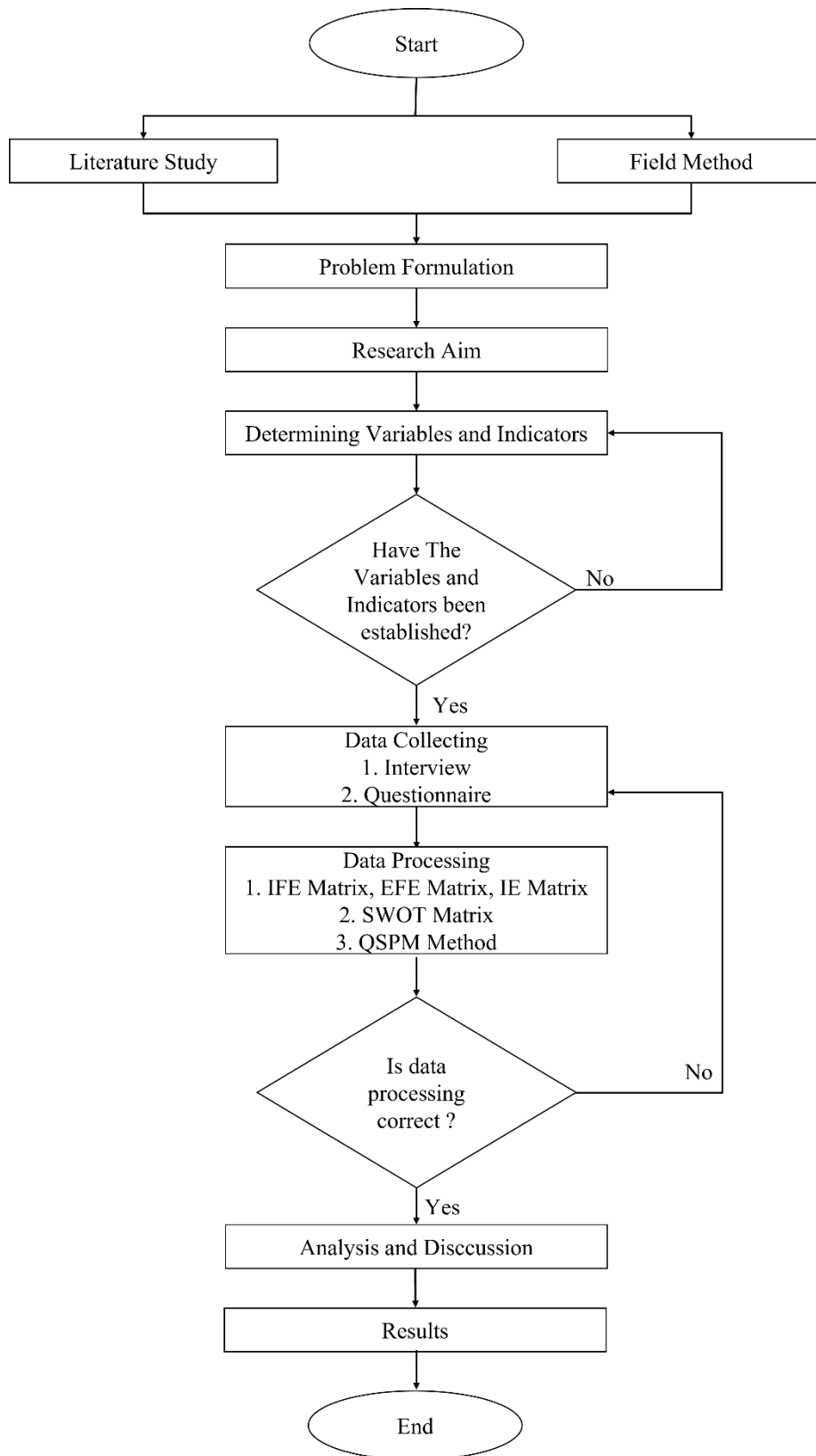
This research is conducted to design a marketing strategy utilizing the SWOT and QSPM methods (Ihsan, 2025). This type of research is classified as applied research, aimed at solving specific or practical problems and addressing particular questions, which are then analysed using the established methods (Azaluddin & Jamdia, 2022; Ma'rifah et al., 2022). The research data were obtained from both primary and secondary sources. Primary data were collected through questionnaires and interviews with several experts and company representatives who have experience in marketing and managerial decision-making within the company. The expert panel consisted of four individuals occupying key managerial positions within the company, namely the President Director, a member of the Board of Director, a Marketing Manager, and a Marketing Supervisor. Secondary data were obtained from company documents, previous research, and relevant literature related to marketing strategy and the furniture industry (Kusumawardani & Widyatmoko, 2024; Restuputri et al., 2021). Fig. 1 is a flowchart and an explanation of the procedures that illustrate the research to be undertaken.

This step involves identifying the internal and external marketing environments of the furniture industry to assess the company's internal strengths and weaknesses in relation to competitors, as well as to identify potential business opportunities and threats in the external environment. The identification of these factors was conducted through discussions with company management and expert respondents who are familiar with the company's marketing activities and industry conditions.

All factors from the identified internal and external marketing environments will be input into matrices, specifically the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. Fig. 2 explains matrices between external factor and internal factor that effect determining business strategies. Each factor was evaluated by expert respondents using a questionnaire to determine its level of importance and impact on the company's strategic position. The respondents assessed the relative importance of each factor, which was then converted into weights and ratings used in the IFE and EFE matrices.

The questionnaire used a four-point Likert-type scale with the following criteria: 1 = not attractive; 2 = moderately attractive; 3 = attractive; 4 = highly attractive. The weighted scores for each factor will be summed to produce a total score. This total score will serve as a reference for evaluating the company's internal and external position, indicating strengths or weaknesses in the internal environment. An external score of 4.0 indicates that the company is effectively leveraging opportunities and mitigating external threats, while a score of 1.0 suggests that the company is less capable of capitalizing on opportunities and avoiding external threats (Awanda, 2023).

At this stage, a further analysis of the company's current position will be conducted based on the internal and external results, which will be integrated into the Internal-External (IE) matrix. The parameters of the IE matrix include both internal and external factors relevant to the company. This aims to determine the company's positioning based on the identified strengths, weaknesses, opportunities, and threats. The results from the IFE and EFE matrices will be input into the IE matrix, where vertical and horizontal lines will be drawn to identify the intersection point within the quadrants or cells of the IE matrix. This analysis will yield appropriate implications for the Strategic Business Unit (SBU) of the company (Agustian et al., 2025; Azzahra et al., 2024; Wahmil et al., 2025).

**Fig. 1.** Research stages

		IFE Score Total		
		Strength (3.0 – 4.0)	Average (2.0 – 3.0)	Weak (1.0 – 2.0)
EFE Score Total	High (3.0 – 4.0)	I Grow and Build	II Grow and Build	III Hold and Maintain
	Middle (2.0 – 3.0)	IV Grow and Build	V Hold and Maintain	VI Harvest and Divestiture
	Low (1.0 – 2.0)	VII Hold and Maintain	VIII Harvest and Divestiture	IX Harvest and Divestiture

Fig. 2. IE matrix

This process will facilitate the subsequent step: the development of the SWOT matrix. Table 1 shows a SWOT matrix that details the relationships between each criterion. The purpose of constructing the SWOT matrix is to identify alternative strategies that can be applied within the company, focusing on both internal and external aspects. The SWOT matrix consists of four alternative strategy models: Strength-Opportunity (S-O) strategies, Strength-Threat (S-T) strategies, Weakness-Opportunity (W-O) strategies, and Weakness-Threat (W-T) strategies.

Decision-making regarding the strategies derived from the combination of SO-WO-ST-WT will yield four strategic recommendations that the company can pursue to select the most appropriate marketing strategy. Once the four recommendations from the SWOT matrix are established, decision-making will proceed using the QSPM matrix to identify the optimal strategy for the company. This matrix will incorporate the previously identified internal and external factors. Subsequently, an evaluation or weighting will be conducted similar to that in the IFE and EFE matrices. Weighting for each factor will be performed to calculate the Total Attractiveness Score (TAS) based on the SWOT alternative strategies. The selection of alternative strategies will be guided by the TAS weights; higher TAS values will indicate higher priority strategies for implementation, while lower TAS values will signify strategies that are less favorable for application.

Table 1. SWOT matrix

Internal	Strength (S)	Weakness (W)
External	List of strength	List of weakness
	Opportunity (O)	
	List of opportunity	
	Threat (T)	
	List of threat	

3. Results and Discussion

To obtain the results of the analysis and identification of the external and internal conditions undertaken by the company, the analysis results of internal factors, consisting of the company's strengths and weaknesses, are classified in the IFE matrix. Meanwhile, the results of the external factor analysis, including opportunities, are presented in the EFE matrix. Internal factors refer to the strengths and weaknesses of the company, with the IFE matrix serving as a strategic tool to assess the role of these internal factors within the organization. Table 2 displays the results of the estimation of internal factors.

Table 2. IFE score

No.	Internal Factor	Weight	Rating	Score
Strength				
1.	The organizational structure is already formed	0.064	2.5	0.16
2.	High-quality product	0.112	4.000	0.448
3.	Product innovation	0.104	3.250	0.338
4.	Possesses a specific market segment	0.120	3.500	0.42
5.	Has a social media account	0.096	3.000	0.288
Weakness				
1.	Insufficient promotional activities	0.128	2.000	0.256
2.	Lack of coordinators	0.112	2.250	0.252
3.	Limited number of sales personnel	0.12	2.500	0.300
4.	Limited relationships with consumers	0.080	3.000	0.240
5.	The showroom is located at a considerable distance from the production area	0.064	3.000	0.192
Total		1.000		2.894

Table 3. EFE score

No.	External Factor	Weight	Rating	Score
Opportunity				
1.	Good relationship with supplier	0.108	3.500	0.377
2.	The demand for furniture is increasing	0.123	3.625	0.446
3.	Industry growth	0.108	3.500	0.377
4.	Abundant supply of raw materials	0.115	3.250	0.375
5.	Availability of labor	0.100	3.375	0.338
Threat				
1.	The presence of numerous competitors	0.123	3.375	0.415
2.	Changing regulations	0.100	2.625	0.263
3.	Increase in wages	0.085	2.125	0.179
4.	inflation	0.077	1.875	0.144
5.	Sociopolitical conditions	0.062	2.000	0.123
Total		1.000		3.0375

In the IFE matrix, it is found that the strongest strength is the high-quality product, with a weighted score of 0.448. Conversely, the most significant weakness identified in the IFE matrix is the limited number of sales personnel, which has a weighted score of 0.3. From the IFE matrix, a combined weighted score of 2.894 is obtained. This score indicates that the company's internal condition is relatively moderate, meaning that although the company possesses several strengths such as product quality and product innovation, it still faces important internal limitations in marketing capability and market outreach. Similar findings have been reported in previous studies that identified human resource limitations as a major barrier to marketing expansion in small and medium manufacturing industries (Shubbani et al., 2023; Tampubolon et al., 2025). Subsequently, the EFE matrix is constructed based on these weighted scores by comparing the external factors derived from the respondents' answers, as shown in Table 3.

In the EFE matrix, it is found that the most significant opportunity listed in Table 3 is the increasing demand for furniture, with a weighted score of 0.446. In contrast, the greatest threat identified in Table 3 is the presence of numerous competitors, which has a weighted score of 0.415. This results in a combined weighted score of 3.0375 in the EFE matrix. This result suggests that the external environment still offers significant opportunities for business growth, particularly due to increasing demand and industry expansion. However, intense competition requires companies to strengthen their marketing strategies to maintain competitiveness. These findings are consistent with previous research highlighting that furniture companies must adapt their marketing strategies to respond to market competition and fluctuating demand (Fewella, 2024; Fu et al., 2024; Kesdi &

Kaygan, 2025; Salwin et al., 2024). Based on the findings from the two previous matrices, these matrices are then integrated into the Internal-External (IE) matrix to determine the appropriate strategies for the company. The results of the IE matrix are presented in Fig. 3.

		IFE Score Total		
		Strength (3.0 – 4.0)	Average (2.0 – 3.0)	Weak (1.0 – 2.0)
EFE Score Total	High (3.0 – 4.0)	I Grow and Build	II Grow and Build	III Hold and Maintain
	Middle (2.0 – 3.0)	IV Grow and Build	V Hold and Maintain	VI Harvest and Divestiture
	Low (1.0 – 2.0)	VII Hold and Maintain	VIII Harvest and Divestiture	IX Harvest and Divestiture

Fig. 3. IE matrix result

Based on the IE matrix in Fig. 3, the total score from the IFE matrix is 2.894, while the total score from the EFE matrix is 3.0375. The combined scores place the marketing strategy in position II, indicating a "grow and build" strategy for the company. This position implies that the company should adopt an aggressive strategy aimed at expanding market reach and strengthening its competitive advantage. Companies located in this quadrant are generally encouraged to implement strategies such as market penetration, product development, and market expansion to improve long-term competitiveness (Alfariansyah & Tiara, 2023). Following this, a SWOT analysis is conducted based on the data obtained from the previous EFE, IFE, and IE matrices. The SWOT matrix is constructed to identify key strategies that can be recommended based on four types of strategies: S-O, W-O, S-T, and W-T. The results of the SWOT analysis are presented in Table 4.

The SWOT matrix is constructed based on the analysis of internal factors, which include strengths and weaknesses, as well as external factors, namely opportunities and threats faced by the company. The integration of internal and external factors is organized systematically and structurally. This combination results in four types of strategies: S-O (Strength-Opportunity), W-O (Weakness-Opportunity), S-T (Strength-Threat), and W-T (Weakness-Threat). The SWOT analysis demonstrates that the company's strengths in product quality and innovation can be leveraged to capture growing market demand, while internal weaknesses related to promotional activities and sales personnel require strategic improvement. This finding highlights the importance of aligning internal capabilities with external opportunities in order to achieve sustainable competitive advantage, as emphasized in strategic management literature.

Table 4. SWOT matrix result

External	Internal	Strength (S) List of strength	Weakness (W) List of weakness
	Opportunity (O)	S-O Strategy	W-O Strategy
List of opportunity		<ol style="list-style-type: none"> 1. Enhance the quality of products to capitalize on the increasing demand for furniture. (S2, S3, S4, O2, O3) 2. Utilize social media accounts for broader market penetration. (S5, O2, O3) 3. Improve management and collaboration capabilities to achieve company objectives. (S1, S2, S3, O1, O2, O3, O4) 	<ol style="list-style-type: none"> 1. Enhance promotional activities to expand market reach. (W1, W4, O1, O2, O3) 2. Strengthen collaborations with institutions or corporations. (W1, W4, O1, O2, O3, O4)
	Threat (T)	S-T Strategy	W-T Strategy
List of threat		<ol style="list-style-type: none"> 1. Establish and maintain competitive pricing strategies to confront rivalry. (S2, S3, S4, S5, T1, T3, T4) 2. Address new competitors through product innovation. (S2, S3, T1) 3. Participate in exhibitions to introduce products and the company to the public. (S2, S3, S4, T1) 	Increase the number of sales teams to reach a wider market. (W2, W3, T1)

Based on the four alternative strategies presented in [Table 5](#), a strategic formulation analysis is conducted to facilitate decision-making in selecting the most appropriate strategy. This is achieved using the QSPM method. Based on the QSPM calculations, three alternative marketing strategies were found to be the most appropriate.

1. Increase the number of sales teams to reach a wider market

This strategy is recommended due to the currently insufficient number of sales teams, resulting in many untapped markets. From a strategic perspective, increasing the number of sales teams can directly enhance the company's market penetration capability by expanding customer outreach and strengthening relationships with potential buyers. In highly competitive industries such as furniture manufacturing, the presence of an effective sales force plays a critical role in improving product visibility and market access.

2. Enhance promotional activities to expand market reach

Currently, promotional activities are minimal. Promotions can be conducted through direct engagement with customers or via digital channels. Strengthening promotional strategies can increase brand awareness and attract new customers, which is particularly important in industries characterized by strong competition and dynamic consumer preferences.

3. Participate in exhibitions to introduce products and the company to the public

Exhibitions are organized to showcase products to visitors. Attendees at these exhibitions are typically interested in furniture, making it an effective platform to directly introduce products to potential customers. Participation in exhibitions can also strengthen brand positioning and expand professional networks, which may contribute to long-term business opportunities.

However, it should be noted that the SWOT and QSPM analyses rely on expert judgment in evaluating strategic factors, which may introduce a certain degree of subjectivity. Therefore, the results of this analysis should be interpreted within the context of the company studied and may vary if applied to different organizational settings.

Table 5. QSPM score

No.	Strategy Alternative	TAS Score	Rank
1.	Enhance the quality of products to capitalize on the increasing demand for furniture. (S2, S3, S4, O2, O3)	7.488	4
2.	Utilize social media accounts for broader market penetration. (S5, O2, O3)	6.642	9
3.	Improve management and collaboration capabilities to achieve company objectives. (S1, S2, S3, O1, O2, O3, O4)	6.956	7
4.	Establish and maintain competitive pricing strategies to confront rivalry. (S2, S3, S4, S5, T1, T3, T4)	6.818	8
5.	Address new competitors through product innovation. (S2, S3, T1)	7.180	6
6.	Participate in exhibitions to introduce products and the company to the public. (S2, S3, S4, T1)	8.000	3
7.	Enhance promotional activities to expand market reach. (W1, W4, O1, O2, O3)	8.100	2
8.	Strengthen collaborations with institutions or corporations. (W1, W4, O1, O2, O3, O4)	7.488	5
9.	Increase the number of sales teams to reach a wider market. (W2, W3, T1)	10.000	1

4. Conclusion

Based on the results and discussion, the IFE matrix yielded a score of 2.894, while the EFE matrix scored 3.0375. This places the company in Cell II of the Internal-External (IE) matrix, indicating a strategy of growth and development. From this matrix, nine alternative strategies were identified using the SWOT method, which include: enhancing the quality of products to capitalize on the increasing demand for furniture (S2, S3, S4, O2, O3); utilizing social media accounts for broader market penetration (S5, O2, O3); improving management and collaboration capabilities to achieve company objectives (S1, S2, S3, O1, O2, O3, O4); establishing and maintaining competitive pricing strategies to confront rivalry (S2, S3, S4, S5, T1, T3, T4); addressing new competitors through product innovation (S2, S3, T1); participating in exhibitions to introduce products and the company to the public (S2, S3, S4, T1); enhancing promotional activities to expand market reach (W1, W4, O1, O2, O3); strengthening collaborations with institutions or corporations (W1, W4, O1, O2, O3, O4); and increasing the number of sales teams to reach a wider market (W2, W3, T1). According to the QSPM results, the recommended strategies to enhance marketing are: increasing the number of sales teams to reach a wider market with a score of 10; enhancing promotional activities to expand market reach with a score of 8.1; and participating in exhibitions to introduce products and the company to the public with a score of 8.

These findings indicate that strengthening marketing capacity, particularly through the expansion of sales teams and promotional activities, plays a crucial role in improving the company's market reach and competitiveness in the furniture industry. The integration of SWOT and QSPM provides a systematic analytical framework that enables companies to identify strategic alternatives and determine priority strategies more objectively for strategic decision-making. However, this study has several limitations, including reliance on expert judgment in assessing internal and external factors and the use of a single company as the research context. Future research is recommended to involve a broader sample of companies or to integrate additional analytical approaches to enrich strategic decision-making in the furniture industry.

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