

## SWOT ANALYSIS OF SURYA UTAMA BUILDING STORE IN BATAM CITY

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### ABSTRACT

This study aims to analyze the strengths, weaknesses, opportunities, and threats (SWOT) faced by Surya Utama Building Store in competing within the building materials business in Batam City. The method used is a descriptive qualitative approach with data collection techniques through interviews, observations, questionnaires, and documentation. Data analysis was conducted using IFAS and EFAS matrices to assess the company's internal and external factors. The results show that the store's main strengths lie in its strategic location, product quality, and good service, although it still faces weaknesses such as conventional promotion and limited capital. Externally, the store has opportunities from government regulatory support and infrastructure development, but it also faces threats from competitors who are more active in promotion and price wars. The store's strategic position is in quadrant I (aggressive), indicating that growth strategies can be optimized by leveraging strengths to seize market opportunities. This study recommends enhancing digitalization, reorganizing the store, strengthening human resources, and adopting technology-based promotional strategies to improve competitiveness and business sustainability.

### Keywords:

SWOT analysis, business strategy, building materials shop, IFAS, EFAS, Batam City

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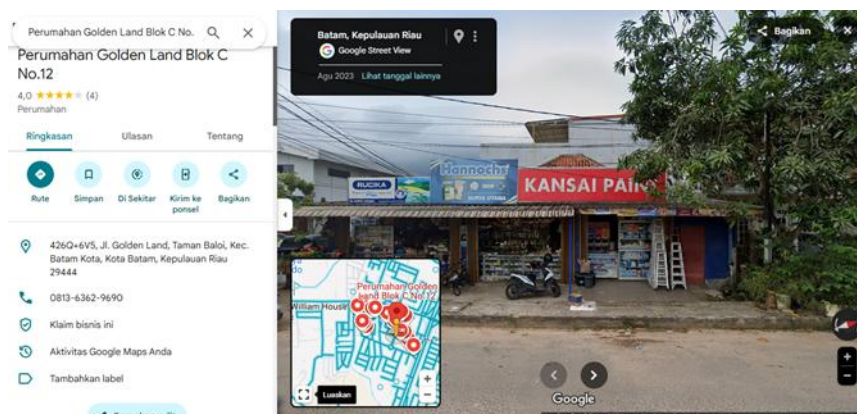
### Introduction

In the era of globalization and digitalization, the construction and building materials sector has become an important pillar in national development, with the value of Indonesia's construction industry reaching IDR 423.4 trillion or 12.73% of total state expenditure and projected to grow by 9.09% in 2025 (Concrete Show Southeast Asia, 2025). This growth is driven by increased infrastructure spending, housing development, and national strategic projects that are also driving a surge in demand for building materials (Mustika, 2024). However, business actors face not only opportunities but also challenges in the form of cost pressures, as building material prices continue to rise. Data from the Central Bureau of Statistics shows that in January 2025, cement prices rose by 1.79%, asphalt by 2.10%, and several other materials such as wire and wood increased by up to 12% (Anisa et al., 2024).

This condition indicates that business actors must be able to compete strategically in an increasingly competitive market (Nisak & Sunarti, 2025). Building material stores, as part of the construction

industry supply chain, play a crucial role in providing materials such as cement, sand, paint, and other tools. Therefore, the right business strategy is essential, one of which is through the SWOT analysis approach. This method helps identify internal factors, including strengths such as product quality, brand reputation, and customer loyalty (Subaktilah, 2018), and weaknesses such as inconsistent service or suboptimal management (Sugiyono, 2019), as well as external factors such as opportunities from government policies and digitalization, or threats such as intense competition and price fluctuations (Sumiarti, 2023).

The results of a SWOT analysis can be formulated into four main strategies, namely SO, ST, WO, and WT (Sodikin & Gumiandari, 2022), which enable companies to formulate short and long-term steps that are more adaptive and competitive (Putri, 2023). One of the business players in this landscape is Surya Utama Building Store, located in Golden Land Housing Block C No.12, Jl. Golden Land, Taman Baloi, Batam City, a densely populated area with a strategic position in Batam City, yet still facing major challenges in maintaining business continuity due to market fluctuations and high competition. The following is the location of the Surya Utama Building Store based on Google Maps:



**Figure 1. Surya Utama Building Store, Batam City**

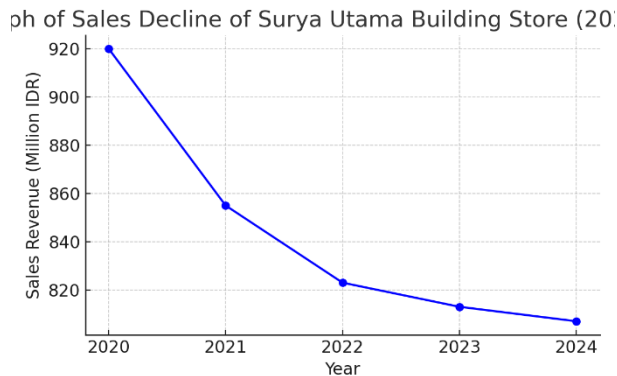
Source : Google Maps, 2025

Surya Utama Building Store also has a vision to become a provider and solution center for building materials structural, electrical, and others that are complete, affordable, and reliable in Batam City. In carrying out its business, the store carries the following missions:

1. Providing complete and affordable building material products for every buyer.
2. Delivering friendly, comfortable, professional, and honest service.
3. Offering competitive prices that suit customer needs.

However, in practice, the achievement of this vision and mission faces various challenges, including increasing competition in the surrounding area and a downward trend in revenue over the past five years. Moreover, the presence of competitors in such close proximity is certainly an external factor that must be considered, especially in the context of price competition and consumer preferences. Based on observations, the competitor offers building material prices that are relatively cheaper compared to Surya Utama Building Store, thereby attracting a segment of customers who are more price sensitive. Nevertheless, in terms of product quality and service, the competitor's store is still below the standards maintained by Surya Utama Building Store. This indicates that Surya Utama's competitive advantage lies in

better quality and more professional services. However, this advantage still needs to be supported by effective marketing and service strategies to retain customers and compete sustainably despite the close proximity of competitors. Therefore, it is necessary to re-evaluate



the store’s business strategy in order to maintain its sustainability and competitiveness. If left unaddressed, the decline in sales will continue to worsen as shown in the following figure:

**Chart 1. Surya Utama Building Materials Store Sales**

Source: Store Sales Data 2020-2024

The graph shows the sales decline of Surya Utama Building Store from 2020 to 2024. In 2020, sales revenue reached 920 million rupiah, then dropped significantly to around 855 million rupiah in 2021. The decline continued in 2022 with revenue of about 823 million rupiah, followed by a slower decrease in 2023 to 813 million rupiah, and finally reaching around 807 million rupiah in 2024. Overall, the graph illustrates a gradual downward trend in the store’s sales revenue over the past five years.

The declining revenue graph indicates a decrease in the business performance of Surya Utama Building Store. This may be caused by internal factors such as reduced operational efficiency or ineffective marketing strategies, as well as external factors such as increased competition, changing consumer preferences, and fluctuating economic conditions.

To address these challenges, it is necessary to evaluate the internal and external factors of the business. One relevant method is SWOT analysis, which is used to identify strengths and weaknesses (internal), as well as opportunities and threats (external) (Putra, 2019).

This method has been used in various previous studies (Widowati & Riany, 2022) for example, found that SWOT analysis can reveal the strategic position of a business and help formulate appropriate actions, such as enhancing promotion and strengthening services.

Based on this, the study is entitled “SWOT Analysis of Surya Utama Building Store in Batam City” to determine the store’s strategic position and to formulate strategies for enhancing its competitiveness and business sustainability.

**Methods**

This study employs a descriptive qualitative approach, with data collected through in-depth interviews with the owner and employees of the building store (Widowati & Riany, 2022). Data analysis techniques use the interactive model of Miles and Huberman. In addition, primary data were also obtained through the distribution of questionnaires to the owner, employees, and regular customers

of Surya Utama Building Store, as well as interviews with key informants selected purposively, such as the owner, experienced employees, and customers. Secondary data were obtained from the store’s internal reports, sales records, and literature related to business strategies and the building materials industry.

The research instruments consisted of Likert-scale questionnaires and interview guidelines structured around the four aspects of SWOT: strengths, weaknesses, opportunities, and threats. Data collection techniques included unstructured interviews to gather in-depth information and documentation of written data and relevant literature sources. The numerical data obtained from the questionnaires were then analyzed using IFAS and EFAS methods, which allow the identification of the store’s strategic position based on weighting and rating assessments of each SWOT indicator. This approach helps formulate the appropriate strategies for Surya Utama Building Store in facing competitive dynamics in Batam City.

Results and Discussion

The data analysis method in this study aims to simplify, present, and interpret data in order to obtain answers to the research problems. The analysis was conducted descriptively and qualitatively using the SWOT approach, along with the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) methods (Sodikin & Gumindari, 2022).

The IFAS table is used to evaluate internal factors that affect the performance of Surya Utama Building Store, namely strengths and weaknesses. Each identified factor is weighted on a scale of 0.0 (not important) to 1.0 (very important), with the total weight of all factors must be 1.0. Then, each factor is given a rating between 1 and 4, where 1 indicates a very small influence and 4 indicates a very large influence. The ratings for strengths and weaknesses describe how much impact these factors have on the company's success. The final score is obtained from the product of the weight and rating. The total score of all internal factors shows how effective Surya Utama Building Store is in utilizing its strengths and overcoming its weaknesses. These results form the basis for formulating strategies based on the company's internal conditions. This can be seen in the following table:

Tabel 1. IFAS Results

Internal Factors		Surya Utama Building Store		
No.	Statement	Weight	Rating	Score
Strengths (S)				
1	Providing building design consulting services	0,01	1	0,01
2	Strategic location and easy access	0,13	3	0,39
3	Competitive pricing	0,13	3	0,42
4	Good product quality	0,11	3	0,35
5	Providing good service to consumers	0,16	3	0,54

6	Still has a large amount of land available	0,12	3	0,33
<b>Total</b>		0,66		2,04
<b>Weakness (W)</b>				
7	Business promotion is still carried out conventionally, without utilizing online media.	0,08	3	0,25
8	Business capital is still relatively insufficient.	0,12	3	0,33
9	The workforce or human resources are still lacking expertise in their fields.	0,07	2	0,15
10	Product layout in stores is unattractive	0,08	3	0,19
<b>Total</b>		0,34		0,92
<b>TOTAL IFAS</b>		1		2,96

Source: Processed using Excel by the author, 2025

Based on the IFAS analysis, Surya Utama Building Store has a total score of 2.96. In SWOT theory, Rangkuti (in Sodikin & Gumindari, 2022) emphasizes that qualitative assessment of internal factors through the IFAS matrix can be used to determine a company's strategic position in business competition. In terms of strengths, Surya Utama Building Supply Store scored high on the indicator "providing good service to consumers" with a score of 0.54, followed by "strategic and easily accessible location" (0.39) and "competitive prices" (0.42). This shows that service, location, and price are the store's main strengths.

In terms of weaknesses, Surya Utama Building Store has a total weakness score of 0.92. Surya Utama's main weaknesses are its lack of business capital (0.33) and its continued use of conventional promotional methods (0.25). Overall, the total IFAS score shows that although Surya Utama Building Supply Store has slightly greater weaknesses, its strengths are far more prominent and able to make a significant contribution to the store's strategic position in facing local market competition in Batam City.

Not only that, the EFAS table is also needed to analyze external factors that include opportunities and threats that can affect the continuity of Surya Utama Building Materials Store. Similar to IFAS, each external factor is given a weight between 0.0 and 1.0 and a rating from 1 to 4. For opportunities, a higher rating indicates greater potential to be exploited, while for threats, the rating indicates the level of risk that needs to be anticipated. The final value of each factor is obtained from the product of the weight and rating, then added together to obtain a total external score. This score helps determine how well the store responds to external environmental dynamics. The results of EFAS are used as a reference in developing strategies that optimize opportunities and minimize the risks of existing threats. This can be seen in the following table:

Tabel 2. EFAS Results

Faktor Eksternal		Surya Utama Building Store		
No.	Statement	Weight	Rating	Score
<b>Opportunities (O)</b>				
1	The business has a good relationship with the surrounding community.	0,22	3	0,66
2	The business has a fairly large market share.	0,16	3	0,52
3	The development of information and communication technology provides new opportunities for the business.	0,07	2	0,14
4	The construction of houses, shops, and infrastructure will continue in the long term.	0,09	3	0,25
5	Government regulations support business growth.	0,09	3	0,22
6	There are many similar business competitors in the surrounding area.	0,13	3	0,41
<b>Total</b>		Total		2,18
<b>Threats (T)</b>				
7	Competitors are superior in promoting their products	0,06	2	0,14
8	There is a price war between businesses	0,09	3	0,27
9	The products offered by competitors are more varied	0,08	2	0,19
<b>Total</b>		0,23		0,59
<b>TOTAL EFAS</b>		1		2,77

Source: Processed using Excel by the author, 2025

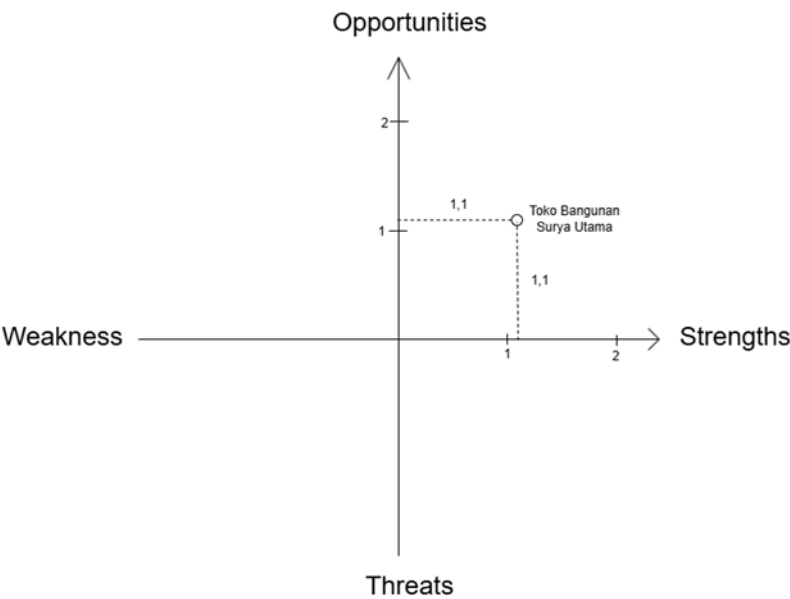
Based on the EFAS calculation results, Surya Utama Building Materials Store has a total score of 2.77. This score indicates that Surya Utama is considered capable of taking advantage of opportunities and facing threats from the external environment. In terms of opportunities, Surya Utama excels in establishing good relationships with the community (0.66), has a fairly large market share (0.52), and has opportunities from long-term infrastructure development (0.25). In addition, government

regulatory support and the presence of competitors are also considered strategic opportunities, with scores of 0.22 and 0.41, respectively.

Meanwhile, in terms of threats, both stores face relatively similar challenges, such as price wars and product variations from competitors. Toko Surya Utama has a total threat score of 0.59, indicating that external pressures are relatively balanced despite facing these threats.

With a high EFAS total score, Surya Utama Building Store demonstrates good readiness in responding to external conditions, capitalizing on market opportunities, and anticipating challenges from competitors and the dynamics of the building materials industry in Batam City. Theory from Suriono (2022) and also supports that this analysis plays an important role in formulating corporate strategies that are adaptive to the external environment.

This also illustrates that in the SWOT quadrant, Surya Utama Building Store is located at coordinates (1,1), placing it in Quadrant I. This position indicates that the company has sufficient internal strengths and faces external opportunities that can be exploited, so the appropriate strategy to implement is an aggressive (growth-oriented) strategy. This statement is derived from the SWOT theory developed in the SWOT Matrix and IE (Internal-External) Matrix, and is in accordance with the explanations (Putri, 2023) and Rangkuti (in Sodikin & Gumiandari, 2022) regarding the determination of the strategy quadrant position based on the total IFAS and EFAS scores. Quadrant I indicates the need for an aggressive (growth-oriented) strategy because the company has good internal strengths and significant external opportunities. This is an indicator that Surya Utama needs to immediately increase its capacity to capture market opportunities, such as developing a digital marketing strategy, rearranging product displays to make them more attractive, and improving service quality and customer experience. By strengthening internal advantages while optimizing existing opportunities, Surya Utama Building Materials Store can enhance its competitiveness and avoid falling behind competitors. This can be seen in the following coordinate diagram:



Graph 2. Coordinate Positions

Source: Processed using Excel by the author, 2025

Through the S-O (Strength–Opportunity) strategy, the store can leverage its internal strengths to seize external opportunities, such as maximizing its strategic location to reach a wider market, providing design consultation services to attract new customers amid construction growth, and improving product and service quality to build customer loyalty. To implement the S–O strategy, Surya Utama Building Store can take advantage of its strategic location by installing large banners at traffic points around the store, registering on Google Maps to strengthen visibility, and distributing brochures to nearby residential areas. Design consulting services can start simply, such as providing layout advice or estimates of building material requirements for residential homes and be offered free of charge for purchases above a certain amount.

In addition, product quality can be improved by only selling building materials from trusted brands and establishing direct cooperation with official distributors. Service can also be improved by training staff on customer service ethics, thereby creating a more professional and enjoyable shopping experience. Meanwhile, in overcoming weaknesses through the W-O (Weakness-Opportunity) strategy, stores can immediately establish a digital presence by creating business social media accounts on Instagram and Facebook, and actively posting content such as home building tips, customer testimonials, and promotional information. To overcome capital constraints, store owners can apply for working capital financing from local banks or MSME fintech platforms, as well as explore consignment systems from suppliers. Meanwhile, improving human resource quality can be done through internal training such as product introduction, how to answer customer questions, and basic communication training. If possible, the store can also open vacancies for new staff with backgrounds in civil engineering, architecture, or work experience in building supply stores.

In terms of threats, Surya Utama Building Store faces competitors that excel in promotion, the potential for price wars, and the diversity of competitors' products. Therefore, the S-T (Strength–Threat) strategy implemented includes improving product quality as a competitive advantage, optimizing location and service to deal with price wars, and offering loyalty programs to counter aggressive competitor promotions. As part of the implementation of the S-T strategy, stores can highlight product advantages through special “featured product” displays in stores and on social media. Placing quality stickers or “quality guarantee” labels can also give customers a sense of trust. In the face of price wars, stores should highlight the advantages of their location and fast service, for example, by offering delivery services for large purchases and a well-organized queuing system to ensure customer comfort. To counter aggressive promotions from competitors, stores can launch loyalty programs, such as special discounts for regular customers, a points system for every purchase, or direct gifts like simple tools. These steps make customers feel valued even if they don't always get the cheapest price.

Finally, the W-T (Weakness–Threat) strategy is used to minimize weaknesses and avoid the impact of threats. The W–T strategy can be implemented by starting routine training for staff using simple materials such as training videos from suppliers or practical experience from store owners. To reorganize the store layout, owners can group products by type and function, use vertical display shelves to save space, and add clear price tags. Store cleanliness and lighting must also be considered to improve comfort. In the face of active online competitors, stores need to create digital catalogs in PDF format that can be sent via WhatsApp or even create a simple website. These steps are important for stores to remain relevant in the digital age and not lose customers due to a lack of modernity. This statement is in line with the SWOT theory from (Putri, 2023) and Rangkuti (in Sodikin & Gumindari, 2022), which explains four types of strategies (SO, WO, ST, WT) based on a combination of internal factors (strengths & weaknesses) and external factors (opportunities & threats) in the SWOT Matrix. This can also be summarized in the following table:



**Tabel 8. SWOT Strategy Results**

<p><b>IFAS</b></p> <p><b>/</b></p> <p><b>EFAS</b></p>	<p><b>Strengths (S)</b></p> <ul style="list-style-type: none"> <li>- Strategic location and easy access</li> <li>- Competitive prices</li> <li>- Good product quality</li> <li>- Good customer service</li> <li>- Sufficiently large area available to provide building design consulting services</li> </ul>	<p><b>Weakness (W)</b></p> <ul style="list-style-type: none"> <li>- Promotion is still conventional</li> <li>- Limited business capital</li> <li>- Lack of skilled human resources</li> <li>- Product layout is not attractive</li> </ul>
<p><b>Opportunities (O)</b></p> <ul style="list-style-type: none"> <li>- Good relationship with the community</li> <li>- Large market share</li> <li>- Development of information technology</li> <li>- Long-term infrastructure development</li> <li>- Government regulations support business</li> </ul>	<p><b>Strengths-Opportunities (SO)</b></p> <ul style="list-style-type: none"> <li>- Maximize the strategic location of stores to reach a wider market</li> <li>- Provide design consulting services to attract new customers amid the development of housing and infrastructure</li> <li>- Improve product and service quality to strengthen relationships with the community and build loyalty</li> <li>- Use competitive pricing to take advantage of opportunities from a growing market share</li> </ul>	<p><b>Weakness-Opportunities (WO)</b></p> <ul style="list-style-type: none"> <li>- Maximize the strategic location of stores to reach a wider market</li> <li>- Provide design consulting services to attract new customers amid the development of housing and infrastructure</li> <li>- Improve product and service quality to strengthen relationships with the community and build loyalty</li> <li>- Use competitive pricing to take advantage of opportunities from a growing market share</li> </ul>
<p><b>Threats (T)</b></p> <ul style="list-style-type: none"> <li>- Competitors are superior in promotion</li> <li>- Price wars occur</li> <li>- Competitors' products are more varied</li> </ul>	<p><b>Strengths-Threats (ST)</b></p> <ul style="list-style-type: none"> <li>- Improve product and service quality as a competitive advantage against more varied competitor products</li> <li>- Optimize location and service strengths to withstand the threat of price wars</li> <li>- Offer loyalty programs or after-sales services to counter aggressive competitor promotions.</li> </ul>	<p><b>Weakness-Threats (WT)</b></p> <ul style="list-style-type: none"> <li>- Conduct internal training to reduce dependence on unskilled labor in order to compete better</li> <li>- Rearrange store layout to make it more attractive and comfortable for customers, in order to avoid losing customers to competitor</li> <li>- Switch to a digital promotion system in order to compete with stores that are more active in online promotion</li> </ul>

Source: Summary of interview results conducted by the author, 2025

## **Conclusion**

This study shows that Surya Utama Building Store has a number of internal factors that are key strengths in facing competition, including a strategic and easily accessible store location, competitive product prices, good product quality, friendly and professional customer service, and the availability of a large area and additional services in the form of building design consultations. On the other hand, weaknesses that still need to be addressed include conventional promotion, limited capital, a lack of skilled labor, and a store layout that is not yet optimally organized.

From an external perspective, this store faces considerable opportunities, such as good relations with the local community, a large market share, developments in information technology, long-term infrastructure development, and government support for small businesses. However, the store also faces threats from price competition, a more complete range of products from competitors, and aggressive promotion from other stores that have been utilizing digital media for longer.

When viewed based on its strategic position in the SWOT quadrant, Surya Utama Building Store is in Quadrant I, which represents an aggressive (growth-oriented) strategy. This position indicates that the store has internal strengths that can be leveraged to seize external opportunities.

These findings are in line with the results of a study (Aulia & Widodasih, 2023) which states that a strong position in SWOT requires business actors to immediately take action to maximize market opportunities. In addition, (Zebua, 2024) also emphasizes the importance of responding to threats by developing diversification and operational strengthening strategies. Meanwhile, (Noorcahyo & Ali, 2025) assert that in the digital era, technology-based promotion and expansion are key to competitiveness, especially for local businesses. Therefore, even though Surya Utama is in a strategic position, concrete and swift action is essential to avoid falling behind in the building materials industry competition in Batam.

Surya Utama Building Store is advised to switch to digital promotion, improve human resources and services, reorganize the store layout, establish partnerships for additional capital, and develop customer loyalty programs. Local governments are expected to support building UMKM through policies, training, capital assistance, provision of strategic business space, price regulations, and workforce certification. Further research is recommended to use a qualitative or mixed methods approach, combining SWOT with other strategic tools, comparing between building stores, and focusing on the implementation and evaluation of strategies to measure the real impact.

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