

Development of Marketing Strategies PT Ashar Global Mandiri In Increasing Sales of Housing Products Using The QSPM Method (Study on Pesona Alam Housing In Madiun City)

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ABSTRACT

This research is based on the unstable phenomenon of house sales at PT Ashar Global Mandiri. The aim of this research is to formulate the development of a marketing strategy for PT Ashar Global Mandiri in increasing sales of housing products using the QSPM method. The design used in this research is a qualitative method with a phenomenological approach. The research was conducted from August 2023 - January 2024. The number of informants used was three people. The methods used in collecting data consisted of interviews, questionnaires and observations. Meanwhile, to test the validity of the data using triangulation. The triangulation test used is source triangulation. The data in this research will be processed using the NVivo14 program. The results of this research show that based on the SWOT diagram, PT Ashar Global Mandiri is located in Quadrant I, which means a good strategic position. The strategy that PT Ashar Global Mandiri can use is to carry out market development and product development to win a better market. Priorities in developing marketing strategies that can be carried out are improving promotional strategies. Promotional strategies that can be implemented are creating a YouTube channel and collaborating with influencers in reviewing and promoting Pesona Alam housing, holding joint promotional events such as property exhibitions or open houses to introduce housing to potential buyers, and participating in other housing events around the city of Madiun.

Keywords: strategy development, marketing, QSPM Method

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INTRODUCTION

The property market presents extraordinary potential as a promising investment destination. The main factors driving the growth of the property market are increasing population, continued urbanization, and economic growth (Rambey & Ferlito, 2020). In urban environments, the demand for property is high due to population growth and the need for comfortable housing. In addition, with the increase in people's purchasing power, the demand for residential and commercial houses is increasing. This potential is further strengthened by infrastructure developments that facilitate accessibility, attracting investors to participate in property development (Anh & Tien, 2021).

The property market also offers a stable diversification of investment portfolios. Properties have a tendency to increase in value over time, providing attractive rates of return (Marheni, 2021). Commercial property investments, such as shopping malls or offices, can also provide a steady cash flow through rental income. In addition, property investing provides an opportunity to diversify risks, especially when the market is managed wisely. With its potential for value growth and diversification opportunities, the property market continues to be an attractive investment destination for investors looking for stability and long-term profits. Property investing offers a number of advantages that make it an attractive option for investors

looking for wealth growth and passive income. The most obvious advantage of property investment is the appreciation of the value of the asset. Over time, properties tend to increase in value, especially if they are well-managed and located in a thriving location. By taking advantage of this appreciation potential, investors can reap the benefits of increasing the value of their property (Astika & Suharyo, 2021).

Property investment provides a stable source of income through rising land prices. A rental property, whether residential or commercial, can provide consistent monthly cash flow to its owners. Property investment can be a reliable and stable source of income in the long term (Stevanus & Rahadi, 2020). With a combination of value appreciation and passive cash flow, property investing is transforming into a promising option for savvy and thoughtful investors. In fact, Indonesia's Quarterly data shows that the increase in property in Indonesia for investment is very promising (Berlian, 2022).

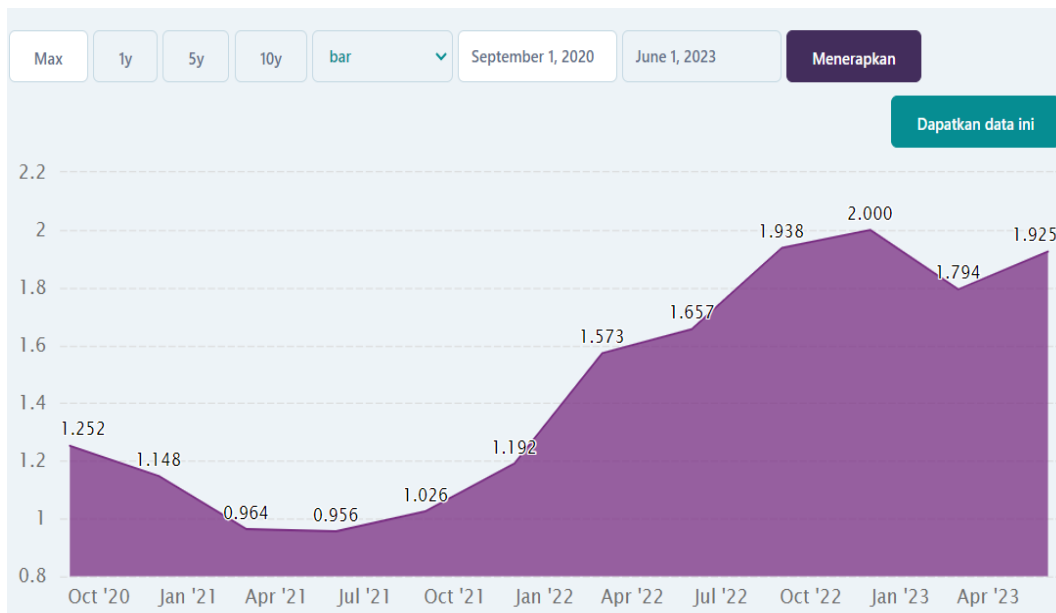


Figure 1 Property Price Chart in Indonesia
Source: www.cecicedata.com, data processed (2023)

Indonesia's house price growth was recorded to increase by 1.9% in June 2023. This growth shows an increase of 1.8% when compared to March 2023 (Alif, 2023). Updates to the data on the growth of house prices in Indonesia are carried out quarterly, which means that on average from March 2023 to June 2023 it is 3.3%. The highest price growth occurred in September 2013 at 13.5% while the lowest in June 2021 was 1.0%. The data on Indonesia's house price growth was reported by the Census and Economic Information Center (CEIC) (David, Creek, & David, 2019). Although the property market can show promising growth potential, the property sales market at PT Ashar Global Mandiri tends to be unstable or volatile as shown in Figure 1.2.

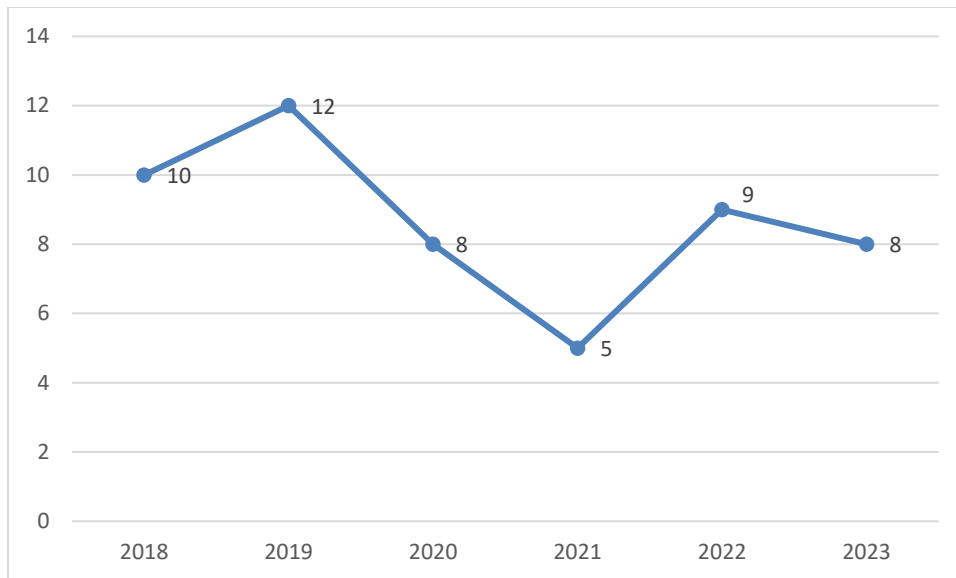


Figure 2 Chart of PT Ashar Global Mandiri House Sales Period 2018-2023

Source: Internal data, processed (2023)

Based on Figure 2, it shows that the highest sales of PT Ashar Global Mandiri in the period 2018 – 2023 occurred in 2019, namely 12 housing units, but along with the Covid-19 pandemic there was a decline in 2020 and 2021. Even in 2021, the company was only able to sell 5 units of houses. The upward trend in sales occurred in 2022, but in 2023 it declined again. The researcher conducted an initial interview with the marketing manager of PT Ashar Global Mandiri to identify the cause of the decline in home sales (Lontaa, Mananeke, & Tawas, 2019). The researcher obtained information that there are several factors that can cause the sale of housing products of PT. Ashar Global Mandiri has decreased, one of which is economic instability which has resulted in a decrease in people's purchasing power. Unstable economic conditions can be seen from the increase in various basic needs so that the priority of household spending is to meet these needs. Meanwhile, the Central Statistics Agency (BPS) of Madiun City presents different data that the percentage of expenditure for non-food has a larger percentage than for food needs as shown in the following figure (Syaputra, 2021).

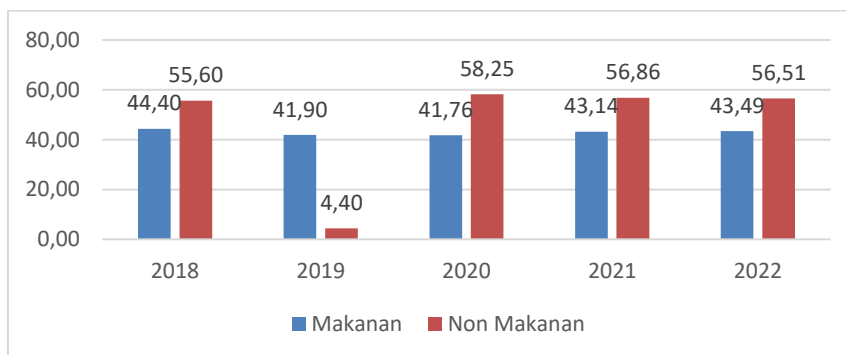


Figure 3 Household Expenditure in Madiun City

Source: BPS Madiun City (2023)

Based on Figure 3, it shows that during 2018-2022, household expenditure in the city of Madiun for food was smaller than non-food expenditure. The per capita expenditure of Madiun City residents for food is Rp. 796,091, or around 43.49 percent, while non-food expenditure is Rp. 1,034,318 or around 56.51 percent (BPS Madiun City, 2023).

Table 1. Expenditure Per Capita by Non-Food Group in Madiun City (in Rupiah)

Non-Food Group	2020	2021	2022
Housing and household facilities	387.754	466.706	545.138
Various goods and services	246.071	245.761	260.100
Clothing, footwear, and headgear	47.824	29.238	28.836
Durable items	99.753	72.160	90.119
Usage tax and insurance premiums	79.349	90.721	93.806
The need for a ceremonial party	53.757	11.881	16.318
Sum	914.507	916.467	1.034.318

Source: BPS Madiun City (2023)

Table 1 shows that the largest expenditure of the non-food group in 2022 is for housing needs, which is Rp 545,138, followed by the need for various goods and services of Rp 260,100 and the smallest expenditure is for parties and ceremonies, which is Rp 16,318. During the last three years (2020-2022) the expenditure of non-food groups for housing and household facilities has the largest amount, meaning that residents in the city of Madiun have concern for housing needs (Wardhani & Dini, 2020).

PT. Ashar Global Mandiri as a housing development company must certainly seize the opportunities that exist by developing marketing strategies to be more optimal in increasing sales of housing products. The implementation of the current marketing strategy can be said to be still not optimal for the sale of housing products. Marketing strategy is an important process that needs to be carried out by companies because with the right marketing strategy it can increase product sales. Marketing strategies can run optimally if they can allocate and coordinate marketing resources to achieve the company's goals in order to make profits. Marketing strategy is important, especially in an increasingly competitive industry (Zulkarnain, Wahyuningtias, & Putranto, 2018).

The increasingly competitive level of competition in an industry will require companies to determine the right and effective marketing strategies in order to stay competitive with competing companies. The competition in the housing market in the city of Madiun is increasingly fierce with the presence of various competitors who offer competitive prices and with attractive house designs. Obstacles can also occur when consumers purchase housing products. Mortgage (Home Ownership Loan) applications by consumers can also be rejected due to problems in the Bank Indonesia Liquidity System (BI Checking), thereby reducing the sales potential of PT. Ashar Global Mandiri.

The marketing strategy of PT. Ashar Global Mandiri needs to be formulated by optimizing the strengths and opportunities owned by the company, then in tandem can minimize weaknesses and threats so that later the marketing strategy will be able to increase sales. Objectively, companies can examine internal and external circumstances in planning marketing strategies, so that they can gain superior competitiveness over their competitors. Based on the presentation that has been presented, the researcher intends to carry out research on the development of PT. Ashar Global Mandiri in increasing sales of housing products. The method used to produce strategies is based on the Quantitative Strategic Planning Matrix (QSPM).

Research conducted Banka et al. (2022) with the title "Analysis of business strategy of real estate developers in Vietnam: The application of QSPM matrix". The research conducted aims to formulate business strategies for developers Real Estate Novaland Group in Vietnam using the QSPM matrix. This research was carried out using a qualitative approach that used instruments in the form of interview guidelines. Data is collected using interview to the developer lead Real Estate in Vietnam with a total of 17 informants. The results of this study show the need to develop affordable residential areas because this segment will create a large

market attraction. Price competition is still the most important tool that development companies should aim for Real Estate, so that it is necessary to pay attention to the acceleration of project implementation so that expenditure is more efficient to reduce production costs, carry out product differentiation strategies that suit consumer needs.

Research Fortune & Money (2022) with the title "Business analysis for Dat Xanh real estate group using QSPM matrix." This research aims to get an overview of the development of Dat Xanh Group's strategy in business Real Estate. The research conducted is included in qualitative where in identifying list opportunity and threat from the external environment of the company as well as Strength and weakness The internal environment is based on interviews conducted with the company's internal parties. The results of the study show that the opportunities for companies in business are high economic growth rates and a stable political and legal environment, while the challenges that companies must face are rising inflation. Strategies that can be used in developing the market Real Estate is to strengthen supervision of the granting of land use rights in the market Real Estate towards legality, promoting every development Real Estate, strengthening strong financial conditions to increase supply Real Estate so that it can become a company Real Estate number one in Vietnam.

Research conducted by Money (2022) with the title "Investigation of business strategy of Ecopark Real Estate Corporation the application of QSPM Matrix as a tool of analysis". The research conducted aims to apply the QSPM matrix in business Ecopark Real Estate in Vietnam, thus helping the company build business strategy development. The research conducted includes qualitative approach. Researchers obtained data in a variety of ways: interview and observation. The findings obtained are that Ecopark Group strives to become a leading company in the field of investment Real Estate and development Eco Urban Along with the trend Green Real Estate. Ecopark Group not only provides customers with a home, but also offers customers innovative living spaces with eco-friendly models in line with the development trend of green architecture. Ecopark Group company has a development strategy Real Estate In the future, by creating an integrated ecosystem starting from schools, hospitals, entertainment facilities, agriculture that pays attention to environmental aspects.

Research Kuc et al. (2021) which is titled "Applying QSPM matrix for business strategy analysis: A case of Hung Hau Corporation." The research conducted aims to develop the business strategy of HungHau Holdings, which is a large company and develops many business fields such as education, infrastructure, distribution so as to help the Vietnamese economy. This research is included in qualitative research and the data obtained is analyzed by SWOT and QSPM approaches. The findings are that increasing equipment capacity helps companies to improve their position and reputation, while taking advantage of all future strengths and opportunities. The new product line will provide a variety of product categories so that it can cater to different market segments. Hung Hau's product research and development team should always keep up with the latest technological knowledge, as well as carefully research domestic and foreign markets to look for product development opportunities and ideas. If Hung Hau companies want to succeed, they can not only win one market segment, but must rise to dominate the market, routinely expanding and developing products.

The novelty of this research lies in its application of the QSPM (Quantitative Strategic Planning Matrix) method to develop a marketing strategy specifically for PT. Ashar Global Mandiri, a company in the Madiun housing sector. While similar studies have used QSPM for strategic development in various industries, this study's focus on the housing market within the city of Madiun, an area with unique demographic and economic challenges, sets it apart. The study also integrates qualitative data from key stakeholders such as the marketing managers and competitors, providing a comprehensive understanding of internal and external factors that influence the company's sales strategies. The use of QSPM to prioritize strategies in such a localized setting provides a fresh perspective on how companies can adapt to specific regional

market conditions. This research contributes to the broader body of knowledge by demonstrating how QSPM can be effectively used in real estate marketing strategy formulation, tailored to the distinct characteristics of the local market.

The purpose to be achieved in this study is to formulate the development of a marketing strategy of PT. Ashar Global Mandiri in increasing sales of housing products using the QSPM method. This research has limitations in researching the development of marketing strategies. The object of the research used is PT. Ashar Global Mandiri which is a housing development company operating in the city of Madiun. Current research uses a qualitative approach with the design in the research being phenomenology. The method used in the development of marketing strategies is QSPM. The data in this study was taken from three perspectives representing the internal and external parties, namely the marketing manager of PT Ashar Global Mandiri, the consumer of PT Ashar Global Mandiri, and the Marketing Manager of PT Rejeki Plus Barokah who are competitors. This study is an explanatory research that will prove the causal relationship between individual characteristic variables, work environment and paternalistic leadership style on employee competence and performance at PT Fajar Saudara Kusuma Sebawi Mill West Kalimantan. The research method used is a quantitative method with smartPLS analysis. This research will be conducted at PT. Fajar Brother Kusuma Sbawi Mill, West Kalimantan. This research will be carried out in October 2024-November 2024.

METHOD

This research is designed using a qualitative method with a phenomenological approach. The phenomenological approach as is based on the meaning of life experiences that occur in some individuals about certain phenomena or concepts (Creswell & Creswell, 2018). Research that uses phenomenology describes the meaning of a concept or phenomenon of experience experienced by individuals. Phenomenology is carried out in natural conditions, because it does not have limits on the meaning or understanding of the phenomena discussed so that there is freedom for researchers to analyze the data obtained during the research.

Individuals who have involvement in the handling of a phenomenon carry out excavation of the life experiences of the research subjects. The phenomenological approach is often used for the study of sociology by identifying problems based on sensory experience which means that the world has been filled with objects with meaning. At first there are individuals who are conscious separately and then simultaneously there is an interaction between consciousnesses.

The phenomenological approach is the basis of this research because it is supported by the fact that the data in the research is latent data and the data that appears on the surface, in this case is the behavior shown by employees of PT. Ashar Global Mandiri as a research subject is only a phenomenon of what is not seen in employees so that it requires to understand and provide the meaning that it has and is related to facts related to the company's marketing strategy. The focus of the research is to see how the development of marketing strategies carried out by PT. Ashar Global Mandiri to sell housing products in Madiun City.

RESULTS AND DISCUSSION

Internal-External Matrix

Identify Strengths and Weaknesses

Based on the results of the internal environmental analysis, it can be identified the strengths and weaknesses owned by PT Ashar Global Mandiri. Internal factors that are strengths for PT Ashar Global Mandiri are:

1. Clear market segments
The market segment targeted by PT Ashar Global Mandiri is young people, especially millennial couples, so it can be said that the targeted segment has clarity, namely based on demographic segmentation so that it can be an advantage for the company.
2. Strategic residential location
The strategic location of residential areas can affect the attraction of people to buy houses. The strategic location that is an advantage is the residential area built by PT Ashar Global Mandiri close to the city center, has close access to provincial roads and public facilities.
3. Quality housing products
Products are an important element for PT Ashar Global Mandiri in selling housing products. Consumers see products as a collection of benefits in meeting their needs. Home products can provide benefits to their residents when they have quality. The advantages possessed by PT Ashar Global Mandiri in producing quality home products cannot be separated from the use of quality materials and experienced builders.
4. Competitive prices for home products
Price is a factor that consumers can consider in buying a house. The price advantage offered by PT Ashar Global Mandiri is that it has competitiveness even lower than competitors and is in accordance with the purchasing power of the people of Madiun.

Meanwhile, internal factors that are weaknesses for PT Ashar Global Mandiri are:

1. Limited sales territory
Sales only focus on the community in the city of Madiun so this can be a weakness for PT Ashar Global Mandiri.
2. It does not have attractive home design characteristics
The house built by PT Ashar Global Mandiri does not have any distinctive features in terms of design or concept that distinguishes it from competitors so that it can be a weakness for the company.
3. Fluctuating sales
PT Ashar Global Mandiri has fluctuating or unstable sales so that it can become an internal weakness that can interfere with business continuity.

Identify Opportunity and Threat Factors

In accordance with the findings contained in the external environment of PT Ashar Global Mandiri, external strategic factors were identified in the form of opportunities and threats for PT Ashar Global Mandiri's business. The external factors that can open up opportunities for PT Ashar Global Mandiri are:

1. The growing population of Madiun city
The number of Madiun city residents who have increased with a large age composition in the young age group has become a potential market for the sale of home products. This is certainly an opportunity that comes from the external environment for PT Ashar Global Mandiri in increasing sales of home products.
2. Political stability
Stable political politics with government regulations and policies that support home sales for the community is an opportunity for PT Ashar Global Mandiri to increase sales.
3. Utilization of technology in increasing product sales
The rapidly developing communication technology can be an alternative opportunity for PT Ashar Global Mandiri in promoting the sale of home products.

Meanwhile, external factors that threaten PT Ashar Global Mandiri are:

1. Competitors have the characteristics of home design
Competitors who have a minimalist architectural design that is a characteristic can be a threat from the external environment so that it can be an obstacle for PT Ashar Global Mandiri in increasing sales.

2. Rising inflation in Madiun city

An increase in inflation characterized by an increase in the prices of goods can cause an increase in material materials, thereby increasing production costs. In addition, the increase in the price of goods can have an impact on decreasing people's purchasing power for home products.

Internal Matrix Analysis

The next stage after the identification of internal factors that are the strengths and weaknesses of PT Ashar Global Mandiri, then a questionnaire involving research respondents is carried out, namely the marketing manager of PT Ashar Global Mandiri and the marketing manager of PT Rejeki Plus Barokah. The determination of weights in the company's internal analysis is carried out by asking questions to the selected respondents. To determine the weight of each variable using a scale of 1-3 with the description contained in each scale as follows:

- 1 = Perceived as less important than vertical indicators
- 2 = Perceived as equal to horizontal indicators as vertical indicators
- 3 = Perceived as more important than vertical indicators

Table 2 How to Assess the Weight of Internal or External Factors

Faktor Internal/Eksternal	A	B	C	Jumlah	Bobot
A					
B					
C					
Total					

The weight of each factor is obtained from the sum value for each factor divided by the total internal/external factors. As for the rating value, it has a scale of 1-4 for each factor with the rating value of the strength and opportunity factors are:

- 1 = No effect
- 2 = Somewhat influential
- 3 = Influential
- 4 = Highly influential

Meanwhile, the rating values for weaknesses and threats are:

- 1 = Highly influential
- 2 = Influential
- 3 = Somewhat influential
- 4 = No effect

Table 3 Weights and Ratings Based on Marketing Manager of PT Ashar Global Mandiri on Strength Factors

Power Factor	A	B	C	D	Sum	Rating	$\frac{\text{Weight} = \text{Quantity}}{\text{Total Weight of Internal Factors}}$
Clear market segments (A)		1	1	1	3	2	0,08
Strategic residential location (B)	3		2	2	7	3	0,19
Quality housing products (C)	3	2		2	7	4	0,19
Competitive home product prices (D)	3	2	2		7	3	0,19
Total Weight Strength Factor					24		

Source: Data processed (2024)

Table 4. Weights and Ratings Based on Marketing Manager of PT Ashar Global Mandiri on Weakness Factors

Internal Factors (Weaknesses)				Sum	Rating	Weight = Quantity Total Weight of Internal Factors
	A	B	C			
Limited sales territory (A)		1	1	2	3	0,06
It does not have attractive architectural design characteristics (B)	3		2	5	2	0,14
Fluctuating sales (C)	3	2		5	3	0,14
Total Weight of Weakness Factor				12		

Source: Data processed (2024)

Based on Table 3 and Table 4, it can be known the weights and ratings for internal factors (strengths and weaknesses) based on the assessment given by the marketing manager of PT Ashar Global Mandiri.

Table 5. Weight and Rating Based on Marketing Manager of PT Rejeki Adding Barokah to the Strength Factor

Power Factor					Sum	Rating	Weight = Quantity Total Weight of Internal Factors
	A	B	C	D			
Clear market segments (A)		1	1	1	3	3	0,08
Strategic residential location (B)	3		1	3	7	3	0,19
Quality housing products (C)	3	3		2	8	4	0,22
Competitive home product prices (D)	3	1	2		6	3	0,17
Total Weight Strength Factor				24			

Source: Data processed (2024)

Table 6. Weights and Ratings Based on Marketing Manager of PT Rejeki Adding Barokah to Weakness Factors

Weak Factors				Sum	Rating	Weight = Quantity Total Weight of Internal Factors
	A	B	C			
Limited sales territory (A)		2	2	4	2	0,11
It does not have attractive architectural design characteristics (B)	2		2	4	1	0,11
Sales that Fluctuating (C)	2	2		4	2	0,11
Total Weight of Weakness Factor				12		

Source: Data processed (2024)

Based on Table 5 and Table 6, it can be known the weights and ratings for internal factors (strengths and weaknesses) based on the assessment given by the marketing manager of PT Rejeki Plus Barokah.

Furthermore, to find out the weight and rating for internal factors as a whole, it can be calculated by the following calculations:

$$\text{Weight} = \frac{\text{Respondent Weight 1} + \text{Respondent Weight 2}}{2}$$

$$\text{Rating} = \frac{\text{Respondent Rating 1} + \text{Respondent Rating 2}}{2}$$

Table 7. Internal Factor Matrix Analysis

Faktor-faktor Internal	Bobot	Rating	Nilai (Bobot x Rating)
Kekuatan:			
Segmen pasar yang jelas	0,08	2,50	0,21
Lokasi perumahan strategis	0,19	3,00	0,58
Produk perumahan yang berkualitas	0,21	4,00	0,83
Harga produk rumah yang bersaing	0,18	3,00	0,54
Total			2,17
Kelemahan:			
Wilayah penjualan yang terbatas	0,08	2,50	0,21
Belum memiliki ciri khas desain rumah	0,13	1,50	0,19
Penjualan yang fluktuatif	0,13	2,50	0,31
Total			0,71
Total IFAS			2,88

Source: Data processed (2024)

Based on Table 7, it can be known that internal factors are the strengths and weaknesses for PT Ashar Global Mandiri. The main factor that is a strength for PT Ashar Global Mandiri is quality housing products that have the highest rating value of 0.83. This factor has the highest weight of 0.21 and the highest rating of 4.00. The high value on this factor is because PT Ashar Global Mandiri in building houses really pays attention to the materials used and the selection of builders. The materials used are of high quality and experienced builders.

Meanwhile, the main factor that is a weakness for PT Ashar Global Mandiri is that it does not have attractive architectural design characteristics with a value of 0.19 with a weight of 0.13 and a rating, 1.50. Such conditions have important implications for companies to determine the characteristics of the design of the house built so that it can be an advantage that is attractive to consumers. A unique home design can be a positioning that distinguishes it from competitors.

The total value of the internal factor matrix is 2.88 where the strength factor owned by PT Ashar Global Mandiri has a higher value than its weaknesses, thus giving the implication of the importance of increasing its strengths to anticipate the weaknesses owned by the company.

External Matrix Analysis

After the identification of external factors that are opportunities and threats for PT Ashar Global Mandiri, a questionnaire involving research respondents was carried out, namely the marketing manager of PT Ashar Global Mandiri and the marketing manager of PT Rejeki Add Barokah.

Table 8 Weights and Ratings Based on Marketing Manager of PT Ashar Global Mandiri on Opportunity Factors

Opportunity Factors	A	B	C	Sum	Rating	Weight = Quantity
						Total Weight of External Factors
Growth in the population of Madiun city (A)		2	2	4	2	0,25
Political conditions that stable (B)	2		3	5	3	0,31
Utilization of technology in sales (C)	2	1		3	3	0,19
Total Opportunity Factor Weight				12		

Source: Data processed (2024)

Table 9. Weights and Ratings Based on Marketing Manager of PT Ashar Global Mandiri on Threat Factors

Threat Factors	A	B	Sum	Rating	Weight = Quantity
					Total Weight of External Factors
The competitor has an architectural design concept (A)		2	2	2	0,13
Rising inflation in Madiun city (B)	2		2	3	0,13
Total Weight of Threat Factors			4		

Source: Data processed (2024)

As presented in Table 8 and Table 9, the weights and ratings for external factors (opportunities and threats) can be known based on the assessment given by the marketing manager of PT Ashar Global Mandiri.

Table 10 Weights and Ratings Based on Marketing Manager of PT Rejeki Adding Barokah to Opportunity Factors

Opportunity Factors	A	B	C	Sum	Rating	Weight = Quantity
						Total Weight of External Factors
Growth in the population of Madiun city (A)		1	1	2	3	0,13
Political conditions that stable (B)	3		2	5	3	0,31
Utilization of technology in sales (C)	3	2		5	3	0,31
Total Opportunity Factor Weight				12		

Source: Data processed (2024)

Table 11 Weight and Rating Based on Marketing Manager of PT Rejeki Adding Barokah to Threat Factors

Threat Factors			Sum	Rating	$\frac{\text{Weight} = \text{Quantity}}{\text{Total Weight of External Factors}}$
	A	B			
The competitor has an architectural design concept (A)		3	3	3	0,19
Rising inflation in Madiun city (B)	1		1	2	0,06
Total Weight of Threat Factors			4		

Source: Data processed (2024)

Based on Table 10 and Table 11, it can be known that the weights and ratings for external factors (opportunities and threats) are based on the assessment given by the marketing manager of PT Rejeki Plus Barokah.

Furthermore, to find out the weight and rating for external factors as a whole, it can be calculated by the following calculations:

$$\text{Weight} = \frac{\text{Respondent Weight 1} + \text{Respondent Weight 2}}{2}$$

$$\text{Rating} = \frac{\text{Respondent Rating 1} + \text{Respondent Rating 2}}{2}$$

Table 12 External Factor Matrix Analysis

External Factors	Weight	Rating	Value (Weight x Rating)
Chance:			
Growth in the population of Madiun City	0,19	2,50	0,47
Stable political conditions	0,31	3,00	0,94
Utilization of technology in sales	0,25	3,00	0,75
Total			2,16
Threat:			
Competitors have the characteristics of home design	0,16	2,50	0,39
Rising inflation in Madiun city	0,09	2,50	0,23
Total			0,63
Total EFAS			2,79

Source: Data processed (2024)

Based on Table 12, it can be known that external factors are opportunities and threats for PT Ashar Global Mandiri. The main factor that is an opportunity for PT Ashar Global Mandiri is stable political conditions. The high value of this factor is because the government has policies in the form of home ownership subsidy programs that can be used by the public to buy houses. Meanwhile, the main factor that is a threat from the external environment faced by PT Ashar Global Mandiri is that the competitor has a characteristic house design with a value of 0.39. Such conditions provide important implications for companies to determine the characteristics of the design of the built house so that it can minimize threats from competitors. The total value of the external factor matrix is 2.79 where the opportunity factor in the external environment is higher than the threat, thus giving implications for the importance of managing visible opportunities and minimizing the threats that will be faced by the company.

Internal-External Matrix Analysis

After obtaining the total value of the IFE matrix of 2.88 and the EFE matrix of 2.79, the next step is to prepare a SWOT analysis diagram to find out the quadrant position of PT Ashar Global Mandiri. so that later it can be known the right alternative strategy choice for the marketing strategy development plan at PT Ashar Global Mandiri. The calculations used are as follows.

1. In obtaining the position for point Y, the result of multiplying the weight and rating on the opportunity is subtracted by the result of multiplying the weight and rating on the threat:
Chance = 2.16
Threat = 0.63
Point Y = 2.16 - 0.63
= 1.53
2. In obtaining the position for point X, the result of multiplying the weight and rating on the strength is subtracted by the result of multiplying the weight and rating on the weakness:
Strength = 2.17
Weakness = 0,71
Point X = 2.17 - 0.71
= 1.46

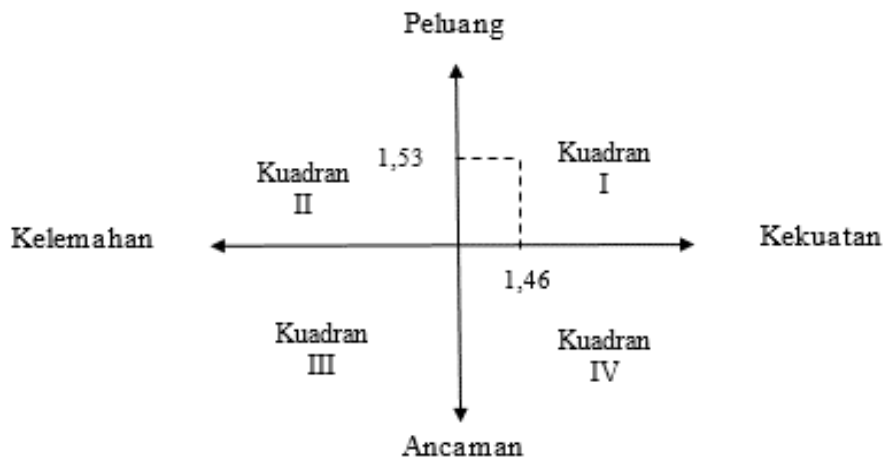


Figure 4 SWOT Analysis Diagram

The company located in Quadrant I is in a good strategic position, which means that PT Ashar Global Mandiri is in a very favorable situation. PT Ashar Global Mandiri has the power and can take advantage of the opportunities that exist in the external environment. PT Ashar Global Mandiri has the potential to achieve success in business because it has internal resources and opportunities to conduct market development. Therefore, based on the position of PT Ashar Global Mandiri which is in quadrant I, for that the strategy that can be used is to carry out market development and product development to seize a better market in the home sales industry in the city of Madiun.

SWOT Matrix Analysis

SWOT organized in a matrix is useful for identifying and describing the position of resources and the organizational environment that is focused on strengths, weaknesses, opportunities, and threats. The four strategies generated in the SWOT matrix consist of the SO (Strength and Opportunities) strategy, the WO (Weakness and Opportunities) strategy, the ST strategy (Strength and Threats) and the WT (Weakness and Threats) strategy. The results of the SWOT matrix analysis are shown in the following Table 13.

Table 13 SWOT Matrix Mapping

<div style="display: flex; align-items: center; justify-content: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Internal</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">External</div> </div>	Strengths:		Weakness:
	Internal	<ol style="list-style-type: none"> 1. Clear market segment (Q1) 2. Strategic residential location (S2) 3. Quality housing products (S3) 4. Competitive home product prices (S4) 	<ol style="list-style-type: none"> 1. Limited sales territory (W1) 2. Does not yet have unique design characteristics (W2) 3. Fluctuating sales (W3)
	Opportunities:	S-O Strategy	W-O Strategy
	<ol style="list-style-type: none"> 1. Population growth in Madiun city (O1) 2. Stable political conditions (O2) 3. Utilization of technology in sales (O3) 	<ol style="list-style-type: none"> 1. Create a Youtube channel (O3,S1, S2,S3,S4) 2. Collaborate with property marketing companies (O2,S1,S2,S3, S4) 	<ol style="list-style-type: none"> 1. Expanding marketing territory (O2,W1,W3) 2. Recruiting marketing personnel (O1,W3)
	Threats:	S-T Strategy	W-T Strategy
	<ol style="list-style-type: none"> 1. Competitors have house design characteristics (T1) 2. Rising inflation in Madiun city (T2) 	<ol style="list-style-type: none"> 1. Collaborate with building material suppliers in the long term (T2,S3,S4) 	<ol style="list-style-type: none"> 1. Collaborate with housing architect services so that the housing built has characteristics (T1,W2)

Source: Data processed (2024)

Based on the SWOT matrix analysis, alternative strategies that can be provided for the development of PT Ashar Global Mandiri's marketing strategy are:

1. S-O Strategy

The strategy is designed by using the strengths owned by PT Ashar Global Mandiri in taking advantage of opportunities. As an alternative that can be applied in the marketing of PT Ashar Global Mandiri is to carry out the following strategies:

a. Create a Youtube channel

A great market opportunity with the development of technology is to offer a strategy to optimize the use of technology by creating a Youtube channel. The Youtube channel can be used by PT Ashar Global Mandiri in making Pesona Alam Housing review videos, especially to promote strategic housing locations, quality housing products, and competitive prices

b. Collaborate with property marketing companies

Stable political conditions and government policies that support the housing industry such as the FLPP (Housing Financing Liquidity Facility) program, SSB (Interest Difference Subsidy) program can be an attraction for people to buy houses. For this reason, PT Ashar Global Mandiri needs to increase promotional activities through cooperation with property marketing companies in offering housing products.

2. W-O Strategy

The W-O strategy is designed with the aim of taking advantage of the opportunities owned by PT Ashar Global Mandiri by minimizing existing weaknesses. Alternative strategies that can be used for the development of PT Ashar Global Mandiri's marketing strategy are:

a. Expanding marketing territories

There are opportunities resulting from stable political conditions so that there are regulations that can support the home sales business. This is inseparable from the mortgage housing subsidy program policy, so the company needs to take advantage of it to expand the marketing area to promote Pesona Alam housing products so that sales increase. Through the expansion of the marketing area, it is hoped that it can overcome the company's weaknesses related to fluctuating sales and limited marketing areas only in the city of Madiun. This is because housing products basically not only function as a place to live but can also be used as an investment.

b. Hiring marketers

The opportunities that are open as a result of the increasing population growth of the city of Madiun and to overcome the weakness to fluctuating sales, an alternative marketing strategy development that can be done by PT Ashar Global Mandiri is to recruit marketing personnel.

3. S-T Strategy

The S-T strategy is a strategy that uses the strengths of PT Ashar Global Mandiri to overcome threats. As an alternative that can be applied in the marketing of PT Ashar Global Mandiri is to carry out the following strategies:

a. Collaborating with building material suppliers in the long term

An alternative strategy to collaborate with building material suppliers in the long term is needed because there is an increasing threat of inflation in the city of Madiun while so far the building materials offered by suppliers are of high quality and competitive prices. The increase in inflation can cause the prices of goods to increase, including in building materials, so a long-term cooperation contract is needed so that suppliers continue to provide building materials with the same quality and price despite inflation.

4. W-T Strategy

The W-T strategy is a strategy that can be carried out by PT Ashar Global Mandiri to minimize its shortcomings and anticipate threats. As an alternative that can be applied in the marketing of PT Ashar Global Mandiri is to carry out the following strategies:

a. Collaborate with housing architect services so that the housing built has distinctive characteristics

In the midst of threats from competitors who have distinctive house architectural designs, the development of marketing strategies that can be carried out by PT Ashar Global Mandiri in the future is to collaborate with housing architect services so that the housing built has distinctive characteristics. The company can develop a minimalist house design combined with a healthy house concept with windows that have wide openings so that sunlight and air circulation entering the house are maximized. In addition, the use of natural ornaments such as stones on the walls on the terrace of the house can add a natural and healthy impression to the house. The concept of a healthy and minimalist house can be an attraction for young couples who want to buy a house.

QSPM Analysis

The next step is to prioritize the best options in the strategy that can be chosen for the company based on the QSPM analysis. Furthermore, various strategies that can be options for the conformity stage are obtained, namely through the IE matrix and SWOT matrix, for the final stage is to choose the main strategy. Conceptually, QSPM determines the relative attractiveness of various strategies based on how far internal and external strategic factors are utilized or improved. In conducting this QSPM analysis, it was carried out by means of a questionnaire that focused on the respondents were the marketing manager of PT Ashar Global

Mandiri (respondent 1) and the marketing manager of PT Rejeki Plus Barokah. The steps in determining strategy priorities are:

1. Make a note of several factors of strengths, weaknesses, opportunities, and threats. The inputs that can be obtained are based on the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices that have been identified.
2. Determine the weighting on each internal and external factor. The weighting was obtained from the results of IFE and EFE in the matrix, then the preferred strategy was identified in the SWOT matrix (Strengths, Weaknesses, Opportunities, Treatths).
3. Determination of an attractive relative score (Attractiveness Score/US) on each strategy option. The US value is a value that describes how attractive the relative choice of strategy is to overcome external and internal factors. The scale used in the US value is 1-4 with the following conditions:
 Score 1 = Not interesting
 Score 2 = Somewhat interesting
 Score 3 = Interesting
 Score 4 = Very interesting
4. The calculation of the Total Attractiveness Score (TAS) obtained by multiplying the weight in the US for each row. The TAS value shows the relative attractiveness for each alternative strategy.
5. The next stage is to calculate the STAS (Sum Total Attractiveness Scores) value on each strategy through the sum of the TAS values for each strategy.
6. The last stage is after obtaining the STAS value for each respondent, which then calculates the STAS value for the mean of all respondents through dividing the total STAS results of all respondents with the number of respondents. The STAS value with the highest mean indicates that the strategy is a priority strategy that can be implemented.

Then the strategic priorities at PT Ashar Global Mandiri can be seen in the table of alternative priorities for strategies at PT Ashar Global Mandiri.

Table 14 Priority of Alternative Strategies

	Respondent 1	Respondent 2	Average STAS	Strategic priorities
STAS 1	3,55	3,07	3,31	6
STAS 2	4,50	5,00	4,75	3
STAS 3	4,69	4,88	4,79	2
STAS 4	4,25	4,04	4,15	4
STAS 5	5,98	5,56	5,77	1
STAS 6	3,72	3,94	3,83	5

Information:

STAS 1 = Cooperation with building material suppliers in the long term

STAS 2 = Create a Youtube channel

STAS 3 = Expanding the marketing area

STAS 4 = Recruiting marketing personnel

STAS 5 = Cooperation with property marketing

STAS 6 = Collaborating with residential architect services

The highest STAS value is a strategy that needs to be implemented first by the company. Based on the results of the STAS (Sum Total Attractiveness Scores) calculation shown in Table 5.9, the alternative priorities for marketing strategy development are as follows.

1. Cooperation with property marketing (STAS = 5.77)
2. Expanding marketing territory (STAS = 4.79)

3. Create a Youtube channel (STAS = 4.75)
4. Recruiting marketing personnel (STAS = 4.15)
5. Collaborating with residential architect services (STAS = 3.83)
6. Cooperation with building material suppliers in the long term (STAS = 3.31).

CONCLUSION

The priority for developing the marketing strategy of PT. Ashar Global Mandiri in increasing housing sales using the QSPM method is to collaborate with property marketing agencies. The company can work with these agencies to sell houses and organize promotional events such as property exhibitions or open houses to introduce the Pesona Alam housing project to potential buyers. The second strategy involves expanding the marketing area by participating in housing events around Madiun, such as the Ngawi Griya Expo and Kediri Property Expo. The third strategy is creating a YouTube channel, supported by collaborations with influencers to review and promote the Pesona Alam housing project. Additionally, PT. Ashar Global Mandiri can enhance its marketing efforts by recruiting experienced marketing personnel to boost sales and expand outreach activities. Finally, the company can collaborate with housing architect services to design and build houses with unique characteristics tailored to the market segment of young couples.

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