

Strategic Marketing and Supply Resilience in Small-Scale Coffee Roasteries: An Integrated SWOT-QSPM Approach to Sustaining Competitive Performance

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ABSTRACT

Background: The rapid growth of the coffee industry in Indonesia has intensified competition among small-scale coffee roasteries, requiring firms to adopt adaptive and data-driven marketing strategies. Despite strong regional production potential, many coffee SMEs experience unstable sales performance due to limited market reach and vulnerability to supply fluctuations. These challenges indicate the need for an integrated strategic approach that aligns marketing decisions with supply resilience to sustain competitive performance.

Aims: This study aims to identify internal and external strategic factors influencing roasted coffee marketing, formulate feasible strategic alternatives, and determine priority strategies that enhance both marketing effectiveness and supply resilience in a small-scale coffee roastery context.

Methods: A quantitative descriptive approach was employed using primary data collected through interviews and structured questionnaires involving key managerial actors and expert judgment. Strategic analysis was conducted using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS), followed by the Internal-External (IE) matrix to determine strategic positioning. Alternative strategies were generated through SWOT analysis and evaluated using the Quantitative Strategic Planning Matrix (QSPM) to identify priority actions.

Results: The findings reveal that the firm is positioned in the “hold and maintain” quadrant, indicating moderate internal strength and external opportunity. Seven strategic alternatives were identified, with the highest priority strategy emphasizing the maintenance of raw material quality through strengthened supplier partnerships. This strategy is critical in addressing supply instability while reinforcing customer trust and product consistency.

Conclusion: This study demonstrates that integrating marketing strategy with supply resilience is essential for sustaining competitive performance in small-scale coffee roasteries. Rather than relying solely on promotional expansion, strategic emphasis on supply stability and product quality creates a more robust competitive foundation. The proposed SWOT-QSPM integration offers a systematic and transferable decision-making framework for SMEs facing similar structural constraints. Strengthening upstream supply relationships not only mitigates operational risks but also enhances long-term market positioning, making resilience-oriented marketing a key driver of sustainable business performance in emerging coffee industries.

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INTRODUCTION

The global coffee industry has experienced rapid expansion, positioning coffee as one of the most traded agricultural commodities and intensifying competition among small-scale producers and roasteries. Indonesia, as a major coffee-producing country, has demonstrated strong production capacity, particularly in regions such as East Java, where local coffee varieties have gained international recognition. However, despite this production potential, many small-scale coffee roasteries struggle to sustain consistent market performance due to limited strategic marketing capabilities and dependence on unstable supply chains. Studies by Srivastav et al., (2025) highlight that coffee-based agro-industries require integrated strategic planning to remain competitive within dynamic market environments. In addition, Jibril et al., (2024) and Jones et al., (2023) emphasize that post-pandemic market recovery demands adaptive and digitally oriented marketing strategies to maintain customer engagement. The increasing number of competitors offering similar products further pressures small-scale businesses to

differentiate themselves through both product quality and strategic positioning. This condition creates a critical need for a structured decision-making framework that can align internal capabilities with external opportunities. Therefore, understanding how marketing strategy can be integrated with supply resilience becomes essential for sustaining long-term competitiveness.

At the firm level, small-scale coffee roasteries often face dual challenges related to fluctuating demand and inconsistent raw material availability, which directly affect sales stability. Empirical observations indicate that reliance on limited supplier networks increases vulnerability to seasonal shortages, leading to declining production capacity and reduced market responsiveness. According to Bi et al., (2024) and Toke & Kalpande, (2021), SMEs frequently encounter inefficiencies in strategic planning due to the absence of systematic evaluation tools such as SWOT and QSPM. Furthermore, research by Al-Surmi et al., (2022) and K, (2025) demonstrates that integrating analytical frameworks in strategic decision-making significantly enhances operational and financial performance. In the context of coffee SMEs, maintaining product quality alone is insufficient without ensuring supply continuity and effective market penetration. The interplay between upstream supply stability and downstream marketing effectiveness thus becomes a crucial determinant of business sustainability. Despite this, many existing studies focus predominantly on marketing strategy without adequately addressing supply-side resilience. This gap indicates that a more holistic approach is required to capture the complexity of SME performance. Consequently, this study is positioned to explore how integrated strategic tools can address both marketing and supply challenges simultaneously.

The rationale of this study is grounded in the need to move beyond conventional marketing analysis toward a more integrated strategic framework that captures the interdependence between market performance and supply stability. While SWOT analysis has been widely used to identify internal and external factors, its descriptive nature often limits its ability to provide actionable strategic priorities. The incorporation of QSPM offers a quantitative dimension that enables objective prioritization of alternative strategies based on their relative attractiveness. According to Carayannis et al., (2024) and Nozari et al., (2025), model-based strategic planning enhances decision accuracy and supports long-term competitiveness in small-scale enterprises. Moreover, integrating multiple analytical tools allows firms to transition from static evaluation toward dynamic strategic adaptation. In the context of coffee SMEs, such integration is particularly relevant due to the volatility of both market demand and raw material supply. The study also aligns with the broader discourse on sustainable business performance, where resilience is increasingly recognized as a critical strategic capability. By combining marketing strategy with supply resilience, this research offers a more comprehensive understanding of how SMEs can sustain their competitive advantage. Therefore, the study provides both theoretical and practical contributions by advancing an integrated analytical approach tailored to resource-constrained business environments.

Previous studies have extensively explored marketing strategy development using SWOT analysis across various sectors, including agriculture, manufacturing, and service industries. Research by Nurfaillah et al., (2024) demonstrates that SWOT analysis can effectively identify key strategic factors influencing product competitiveness in agro-based industries. Similarly, Darwis et al., (2024) highlight that business development strategies derived from SWOT frameworks contribute to improved market positioning and revenue growth. In the context of SMEs, Arfanto et al., (2023) emphasize the importance of adapting marketing strategies to changing consumer behavior, particularly in post-crisis environments. Furthermore, Simbolon et al., (2021) show that marketing strategy formulation must consider both internal strengths and external threats to achieve sustainable performance. Studies focusing on agro-industrial products, such as those by Istiyanti et al., (2023), also reveal that strategic alignment between production and marketing is crucial for long-term viability. In addition, Kuswardhani et al., (2021) specifically address coffee agro-industry development, highlighting the importance of innovation and market expansion strategies. These findings collectively indicate that SWOT analysis

remains a relevant tool for strategic diagnosis in SME contexts. However, its effectiveness depends on how well it is integrated with decision-making processes.

To address the limitations of SWOT, several studies have incorporated QSPM as a complementary tool to prioritize strategic alternatives. (Budiman & Sutrisno, 2024) demonstrate that combining SWOT with QSPM enables more objective evaluation of strategic options in SMEs. Similarly, Awanda et al., (2023) show that QSPM enhances the precision of strategy selection by quantifying the attractiveness of each alternative. Research by Joorbonyan et al., (2024) further indicates that prioritizing customer-oriented strategies using QSPM significantly improves customer loyalty. In addition, Febrianti et al., (2025) highlight the role of integrated marketing strategies in improving financial efficiency across service sectors. Studies in emerging industries, such as those by Ramezani et al., (2024), also emphasize the importance of sustainable marketing strategies in maintaining long-term competitiveness. Moreover, Alinasab et al., (2025) argue that small firms must adopt both rational and cognitive approaches in entering competitive markets. These studies suggest that strategic integration is essential for navigating complex business environments. Nevertheless, limited research has specifically examined the integration of marketing strategy and supply resilience in coffee SMEs. This indicates a significant opportunity to extend existing frameworks into more holistic strategic models.

Despite the growing body of literature on marketing strategy and strategic planning, several critical gaps remain unresolved, particularly in the context of small-scale coffee roasteries. Existing studies predominantly focus on either marketing strategy or business development without adequately addressing the role of supply chain resilience as an integral component of strategic performance. While SWOT analysis provides a comprehensive overview of internal and external factors, it often lacks the capability to translate these insights into prioritized strategic actions. Although QSPM has been introduced to address this limitation, its application is still largely confined to isolated case studies without broader conceptual integration. Furthermore, previous research rarely considers the dynamic interaction between supply constraints and market performance, which is particularly relevant in agro-based industries. The absence of an integrated framework limits the ability of SMEs to respond effectively to both internal inefficiencies and external uncertainties. In addition, empirical evidence on the application of combined SWOT–QSPM approaches in coffee SMEs remains scarce. This lack of integration creates a theoretical and practical gap that needs to be addressed. Therefore, this study aims to bridge this gap by developing a comprehensive strategic framework that incorporates both marketing and supply resilience dimensions.

This study aims to develop and apply an integrated SWOT–QSPM framework to analyze and prioritize strategic marketing decisions while simultaneously enhancing supply resilience in a small-scale coffee roastery. The study seeks to identify key internal strengths and weaknesses, as well as external opportunities and threats, that influence business performance. It further aims to generate strategic alternatives that align marketing effectiveness with supply stability. By applying QSPM, the study evaluates the relative attractiveness of each strategy to determine the most effective course of action. The research hypothesizes that strategies emphasizing supply stability and product quality will have a stronger impact on sustaining competitive performance compared to purely promotional strategies. Additionally, it assumes that integrating analytical tools improves decision-making accuracy and strategic alignment. The study also aims to contribute to the theoretical development of SME strategic management by introducing a resilience-oriented marketing perspective. Ultimately, the research provides practical recommendations for small-scale coffee businesses seeking to achieve sustainable growth in competitive markets.

METHOD

Research Design

This study adopts a quantitative descriptive design with an embedded strategic decision-making framework to examine the integration of marketing strategy and supply resilience in a small-scale coffee

roastery. The design is structured to move beyond conventional descriptive analysis by incorporating a multi-stage strategic evaluation process that combines diagnostic and prescriptive approaches. As suggested by Hedayatipour et al., (2024) and Wei, (2025), strategic management research benefits from integrating internal and external assessments to support evidence-based decision-making. The study begins with the identification of internal and external strategic factors, followed by the formulation of strategic alternatives and the prioritization of actionable strategies. This sequential design ensures that each analytical stage contributes to a comprehensive understanding of competitive performance. The integration of SWOT and QSPM is adopted to enhance methodological rigor, as emphasized by Matović & Ovesni, (2023) and Mulisa, (2022), who highlight the importance of combining qualitative and quantitative strategic tools. Furthermore, the design reflects a real-world problem-solving orientation by aligning analytical outputs with managerial decision needs. By embedding supply resilience within the marketing strategy framework, the research design provides a novel contribution to SME strategic analysis. Therefore, this approach enables a systematic evaluation of how strategic alignment can sustain competitive performance in resource-constrained business environments.

Participant

The participants in this study were selected using purposive sampling to ensure the inclusion of individuals with relevant knowledge and decision-making authority within the organization. The primary respondents consisted of key internal actors, including the operational manager and staff responsible for production and marketing activities in the coffee roastery. In addition, an external expert with academic and professional expertise in strategic management was involved to provide an objective evaluation of strategic alternatives. According to Ahmad & Wilkins, (2025) and Samuel & Merkebu, (2025), purposive sampling is appropriate for research requiring in-depth insights from knowledgeable informants rather than large sample sizes. The selection of participants reflects the need to capture both operational perspectives and strategic-level judgments. This combination enhances the reliability of the data by integrating experiential knowledge with theoretical expertise. Furthermore, involving an expert evaluator aligns with the QSPM requirement for assigning attractiveness scores based on informed judgment, as explained by (Aliannejadi et al., 2026; Vatankhah et al., 2024). The participant structure ensures that the analysis is grounded in practical realities while maintaining academic rigor. Consequently, the selected participants provide a robust foundation for developing and validating strategic recommendations.

Instrument

Data collection was conducted using a combination of structured questionnaires and semi-structured interviews to capture both quantitative and qualitative insights. The questionnaire was designed to evaluate internal and external factors based on predefined indicators such as product quality, pricing strategy, promotion, distribution, consumer characteristics, market competition, and technological adoption. Each factor was assessed using a weighted scoring system to support the construction of the IFAS and EFAS matrices. The use of structured instruments allows for systematic comparison across strategic factors, as recommended by Sharma et al., (2023) in strategic factor analysis. In addition, semi-structured interviews were conducted to enrich the data with contextual explanations and managerial insights. The integration of these instruments ensures both depth and consistency in data collection. To enhance validity, the questionnaire items were aligned with established strategic management constructs and reviewed by an expert prior to data collection. The instrument also includes an evaluation sheet for QSPM, where respondents assign attractiveness scores to each strategic alternative. This multi-instrument approach strengthens the reliability and validity of the findings by triangulating different data sources.

Data Analysis Plan

The data analysis was conducted through a multi-stage strategic framework integrating IFAS, EFAS, IE matrix, SWOT analysis, and QSPM to ensure a comprehensive evaluation of strategic options. The first

stage involves calculating weighted scores for internal and external factors to determine the firm's strategic position. The IFAS and EFAS matrices provide a quantitative basis for assessing strengths, weaknesses, opportunities, and threats, following the framework proposed by (Pollard & Forss, 2023). The second stage employs the IE matrix to map the organization's position within a strategic grid, enabling the identification of appropriate strategic directions. The third stage uses SWOT analysis to generate alternative strategies by matching internal and external factors. To overcome the limitations of qualitative prioritization, the fourth stage applies QSPM to objectively rank the strategic alternatives based on their total attractiveness scores. As highlighted by Mohammadi, (2023), QSPM enhances decision-making precision by quantifying the relative importance of each strategy. The integration of these analytical tools allows for both diagnostic and prescriptive insights, ensuring that the selected strategy is both feasible and impactful. This approach also aligns with contemporary strategic management practices that emphasize data-driven decision-making in SMEs.

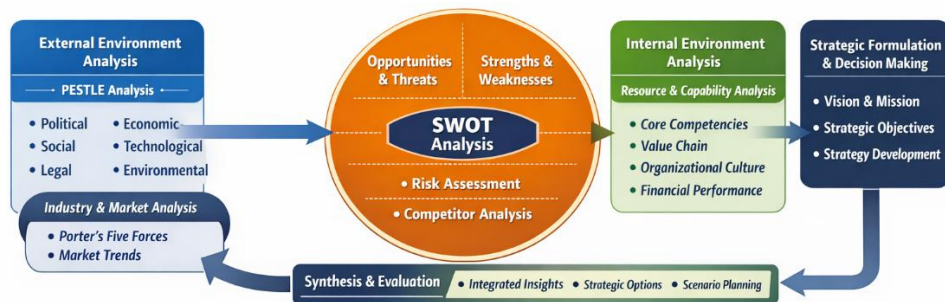


Figure 1. Integrated Strategic Analysis Framework

Figure 1 illustrates the integrated analytical framework used in this study, combining diagnostic and decision-making tools into a unified process. The framework begins with the identification of internal and external factors, which are quantified through IFAS and EFAS matrices. These inputs are then mapped into the IE matrix to determine the strategic position of the firm. Based on this positioning, SWOT analysis is used to generate a set of strategic alternatives. The final stage employs QSPM to prioritize these alternatives by calculating their relative attractiveness scores. This structured process ensures that strategic decisions are grounded in both empirical data and systematic evaluation. The framework also highlights the integration of marketing strategy and supply resilience as interconnected components of competitive performance. By linking each analytical stage, the model provides a replicable approach for SMEs facing similar strategic challenges. Therefore, this framework contributes to both methodological advancement and practical application in strategic management research.

RESULTS AND DISCUSSION

Results

The analysis of internal factors reveals that product quality and consistency of roasted coffee represent the strongest competitive advantages of the firm. The IFAS matrix shows that quality control practices and strong customer perception contribute significantly to the overall internal strength score. In contrast, limited promotional reach and suboptimal digital marketing strategies emerge as key internal weaknesses that constrain market expansion. The weighted score of internal factors indicates a moderate strength position, suggesting that the firm possesses foundational capabilities but lacks strategic optimization. These findings demonstrate that internal resources are sufficient to sustain operations but not yet maximized for competitive scaling. The presence of operational stability in production supports consistency in product delivery. However, the absence of structured branding strategy limits the firm's differentiation in a competitive market. Therefore, internal factors indicate a need for strategic refinement rather than structural overhaul.

The EFAS analysis identifies market growth in coffee consumption and increasing consumer preference for specialty coffee as major external opportunities. The expansion of digital platforms also

provides potential channels for broader market penetration and customer engagement. At the same time, fluctuations in raw material supply and increasing competition from both local and national brands represent significant external threats. The weighted external score reflects a moderate opportunity environment with manageable risks. These results suggest that the external environment is favorable but requires adaptive strategic responses. The volatility in coffee bean supply introduces uncertainty in production planning. Meanwhile, competitive pressure demands continuous innovation and differentiation. Thus, external conditions highlight the importance of integrating supply resilience into marketing strategies.

Table 2. IFAS and EFAS Summary

Factor Type	Total Score	Interpretation
IFAS	2.65	Moderate internal strength
EFAS	2.70	Moderate external opportunity

Table 2 presents the summary of internal and external factor analysis, indicating that the firm operates in a moderately stable strategic condition. The IFAS score suggests that while internal capabilities are adequate, they require optimization to achieve competitive advantage. The EFAS score reflects the presence of opportunities that can be leveraged through strategic alignment. The balance between internal strength and external opportunity indicates that the firm is not in a crisis position. However, it also shows that passive strategies will not be sufficient to ensure growth. The results emphasize the need for proactive strategic planning. The combination of these scores forms the basis for further positioning analysis. Therefore, this table provides a critical foundation for determining strategic direction.

The IE matrix positioning places the firm in the “hold and maintain” quadrant, indicating a stable but not aggressive growth position. This positioning suggests that the firm should focus on market penetration and product development strategies. The current condition reflects a balance between internal capability and external opportunity without dominant competitive superiority. Firms in this quadrant are recommended to improve efficiency while gradually expanding market reach. The results imply that aggressive diversification strategies may not be appropriate at this stage. Instead, strengthening existing capabilities is more strategically viable. The positioning also highlights the importance of maintaining product quality while enhancing marketing effectiveness. Therefore, the IE matrix confirms the need for incremental strategic improvement.

The SWOT analysis generates seven strategic alternatives by aligning internal strengths with external opportunities while addressing weaknesses and threats. Among these strategies, strengthening supplier relationships emerges as a key approach to ensuring raw material stability. Another important strategy involves enhancing digital marketing to expand customer reach and engagement. Product innovation and differentiation are also identified as necessary to maintain competitiveness. The SWOT framework demonstrates that strategic solutions must address both upstream and downstream challenges. The integration of supply and marketing dimensions becomes evident in the proposed strategies. Each alternative reflects a balance between operational feasibility and market demand. Thus, the SWOT analysis provides a comprehensive set of strategic options.

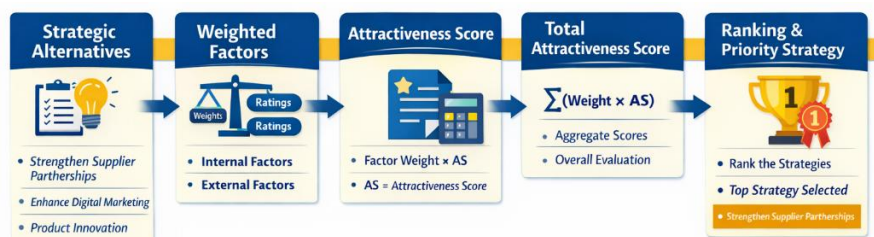


Figure 2. Priority Strategy Selection Using QSPM

Figure 2 illustrates the decision-making process using QSPM, where each strategic alternative is evaluated based on its relative attractiveness. The model integrates internal and external factors to

ensure a balanced assessment. Each strategy is assigned attractiveness scores reflecting its effectiveness in addressing key issues. The total attractiveness score determines the ranking of strategies. The highest-ranked strategy focuses on strengthening supplier partnerships to maintain raw material quality. This indicates that supply resilience is a critical determinant of competitive performance. The visualization highlights the systematic nature of strategic prioritization. Therefore, the figure reinforces the analytical rigor of the study.

The QSPM results indicate that the strategy of maintaining raw material quality through supplier strengthening has the highest attractiveness score. This strategy directly addresses the most critical threat identified in the external analysis. It also reinforces internal strengths related to product quality and customer satisfaction. Other strategies, such as digital marketing enhancement and product diversification, rank lower but remain relevant. The prioritization reflects the importance of securing operational stability before expanding market reach. The findings demonstrate that supply resilience acts as a foundational element of marketing effectiveness. Without stable input quality, marketing efforts may fail to sustain customer trust. Therefore, the results highlight the strategic interdependence between supply management and marketing performance.

Discussion

The findings reinforce the argument that small-scale coffee roasteries operate within a structurally constrained yet opportunity-driven environment, where strategic alignment becomes more critical than resource availability. As highlighted by Srivastav et al. (2025), agro-based industries require integrated strategic planning to sustain competitiveness in rapidly evolving markets. The moderate IFAS and EFAS scores identified in this study reflect a condition where firms possess sufficient operational capacity but lack strategic optimization. This condition is consistent with findings from Bi et al. (2024), who emphasize that SMEs often face inefficiencies due to fragmented strategic decision-making. The positioning within the hold and maintain quadrant indicates that firms should prioritize internal consolidation before pursuing aggressive expansion. This aligns with Toke and Kalpande (2021), who argue that structured strategic planning enhances organizational effectiveness in SMEs. The results also demonstrate that internal strengths alone are insufficient without alignment with external opportunities. Therefore, this study confirms that competitive performance is primarily driven by the integration of internal capability and external responsiveness.

The identification of supply resilience as the top strategic priority highlights a critical shift in SME strategic orientation from marketing-centric approaches toward integrated operational–market alignment. The instability of raw material supply observed in this study reflects broader challenges in SME supply systems, as also reported by Nozari et al. (2025), who emphasize the importance of adaptive supply chain models under uncertainty. This finding supports the argument of Al-Surmi et al. (2022) that integrating decision-making frameworks improves operational performance in dynamic environments. In the context of coffee SMEs, supply instability directly affects product consistency, which in turn influences customer trust and market performance. The study further aligns with Carayannis et al. (2024), who highlight resilience as a key driver of competitiveness in small enterprises. The results demonstrate that upstream stability is not merely an operational concern but a strategic determinant of marketing effectiveness. This challenges the conventional view that prioritizes market expansion over operational readiness. Therefore, the study provides empirical evidence that supply resilience is a foundational component of sustainable competitive performance.

Although digital marketing is identified as a secondary strategy, its role remains significant in expanding market reach and enhancing customer engagement. As emphasized by Jibril et al. (2024), digital transformation enables SMEs to adapt to changing consumer behavior, particularly in post-pandemic market conditions. However, the findings indicate that digital marketing effectiveness is contingent upon product quality and supply consistency. This supports the argument of Jones et al. (2023), who suggest that marketing strategies must be integrated with broader business recovery and operational frameworks. The limited adoption of digital marketing observed in this study reflects a

common constraint among SMEs, particularly in resource-limited environments. Moreover, Febrianti et al. (2025) highlight that integrated marketing strategies improve financial efficiency only when supported by strong operational systems. The study demonstrates that digital marketing alone cannot compensate for weaknesses in supply stability. Instead, it must be implemented as part of a coordinated strategic approach. Therefore, digital marketing should be viewed as an enabling tool rather than a primary driver of competitiveness.

The integration of SWOT and QSPM in this study contributes to enhancing the rigor and objectivity of strategic decision-making in SMEs. While SWOT analysis has been widely used for strategic diagnosis, its descriptive nature often limits its practical applicability, as noted by Nurfaillah et al. (2024) and Darwis et al. (2024). The incorporation of QSPM addresses this limitation by providing a quantitative mechanism for prioritizing strategic alternatives. This approach is consistent with findings from Budiman and Sutrisno (2024), who demonstrate that combining SWOT and QSPM improves strategic evaluation accuracy. Similarly, Awanda et al. (2023) emphasize that QSPM enhances decision-making precision through structured scoring systems. The results of this study show that the integration of these tools produces more actionable and objective strategic recommendations. Furthermore, the combined approach enables firms to move beyond static analysis toward dynamic strategy formulation. This methodological integration strengthens the study's contribution to SME strategic management literature. Therefore, the use of integrated analytical tools is essential for improving decision quality in complex business environments.

This study contributes to the existing literature by extending the understanding of SME competitiveness through the integration of marketing strategy and supply resilience. Previous studies, such as those by Istiyanti et al. (2023) and Kuswardhani et al. (2021), emphasize the importance of aligning production and marketing in agro-industrial development. However, the current study goes further by explicitly incorporating supply resilience as a strategic variable. This aligns with findings from Ramezani et al. (2024), who highlight the role of sustainable strategies in maintaining long-term competitiveness. The prioritization of supplier strengthening reflects the firm's effort to build adaptive capacity in response to environmental uncertainty. Additionally, Alinasab et al. (2025) suggest that SMEs must integrate rational and adaptive strategies when entering competitive markets. The study demonstrates that resilience-oriented strategies enable firms to balance stability and growth. This perspective shifts the focus from short-term performance toward long-term sustainability. Thus, the study provides both theoretical advancement and practical relevance in SME strategic management.

Implications

This study provides important implications for both theory and practice by demonstrating that competitive performance in small-scale coffee roasteries cannot be achieved through isolated marketing strategies alone. The integration of supply resilience into strategic planning offers a more sustainable approach to business development. From a theoretical perspective, the findings support the extension of strategic management frameworks to include operational stability as a core component of competitiveness. Practically, SMEs should prioritize strengthening supplier relationships before investing heavily in market expansion. The study also highlights the importance of aligning digital marketing with product quality and supply consistency. Policymakers can use these insights to design support programs that enhance both production and marketing capabilities. Furthermore, the integrated SWOT-QSPM approach provides a replicable model for similar industries. Therefore, the implications extend beyond the case study to broader SME contexts.

Limitations

Despite its contributions, this study has several limitations that should be acknowledged. The analysis is based on a single case study, which may limit the generalizability of the findings to other contexts. The use of purposive sampling, while appropriate for strategic analysis, may introduce subjectivity in data interpretation. Additionally, the reliance on SWOT and QSPM frameworks may not fully capture dynamic market complexities. The study also does not incorporate longitudinal data to

assess long-term strategy effectiveness. External factors such as macroeconomic conditions are considered but not deeply analyzed. The limited sample size may affect the robustness of statistical representation. Furthermore, digital marketing performance is discussed conceptually rather than empirically measured. Therefore, these limitations suggest the need for further research.

Suggestions

Future research should expand the scope by including multiple coffee roasteries to enhance comparative analysis and generalizability. The incorporation of longitudinal data would allow researchers to evaluate the long-term impact of strategic decisions. Advanced analytical methods such as SEM or system dynamics modeling could provide deeper insights into causal relationships. Researchers are also encouraged to explore the role of digital transformation in greater detail. The integration of sustainability and environmental factors could enrich the strategic framework. Further studies should examine consumer behavior to complement supply-side analysis. Collaboration with industry stakeholders may improve data accuracy and practical relevance. Therefore, future research should build upon this study to develop more comprehensive strategic models.

CONCLUSION

This study provides a comprehensive strategic evaluation of marketing performance and supply resilience in a small-scale coffee roastery through an integrated SWOT–QSPM framework. The findings reveal that competitive performance in this context is not solely determined by market-oriented strategies but is significantly influenced by the stability and reliability of upstream supply systems. The positioning of the firm within the hold and maintain quadrant indicates that sustainable growth requires incremental improvement rather than aggressive expansion. The identification of supplier strengthening as the priority strategy underscores the critical role of input quality consistency in maintaining customer trust and product differentiation. This result challenges conventional assumptions that prioritize promotional strategies as the primary driver of competitiveness in SMEs. Instead, the study demonstrates that operational resilience functions as a foundational enabler of effective marketing. By integrating internal and external analyses into a unified decision-making framework, the research offers a structured approach to aligning strategic priorities with organizational capabilities. Therefore, the study contributes to a more holistic understanding of how SMEs can sustain competitive performance under resource constraints and environmental uncertainty.

Furthermore, this study advances both theoretical and practical perspectives by emphasizing the interdependence between marketing strategy and supply resilience as a dynamic capability. The integration of SWOT and QSPM not only enhances analytical rigor but also provides a replicable framework for strategic decision-making in similar SME contexts. The findings suggest that firms should prioritize strengthening their value chain relationships before expanding market outreach, as instability in supply can undermine even the most well-designed marketing strategies. In addition, the study highlights the importance of aligning digital marketing initiatives with operational readiness to ensure consistent value delivery. From a theoretical standpoint, the research extends strategic management discourse by positioning resilience as a core component of competitive advantage rather than a reactive mechanism. Practically, the results offer actionable insights for SME managers to balance efficiency, adaptability, and growth. The study also opens avenues for future research to explore integrated strategic models using more advanced analytical approaches. Ultimately, the research demonstrates that sustainable competitiveness in small-scale industries emerges from the alignment of strategic intent, operational stability, and adaptive capability.

AUTHOR CONTRIBUTIONS STATEMENT

Kanya Fadilla Barly was responsible for conceptualization, data curation, formal analysis, investigation, and writing the original draft of the manuscript. She conducted field data collection, performed the SWOT and QSPM analysis, and developed the initial interpretation of the findings.

Fredy Eka Ardhi contributed to methodology design, supervision, validation, and critical revision of the manuscript. He provided theoretical guidance, ensured the rigor of the analytical framework, and refined the discussion to align with international publication standards.

Both authors have read and approved the final version of the manuscript and agree to be accountable for all aspects of the work.

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