

SWOT analysis of Sodamolek virgin coconut oil (VCO) in West Amarasi district, Kupang Regency



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ABSTRACT

This study analyzes the internal and external factors influencing the development of the "Sodamolek" Virgin Coconut Oil (VCO) enterprise through a SWOT framework to formulate sustainable business development strategies. Originating as a community-based economic empowerment initiative managed by a church congregation in Fedok Lenaoen under the Northwest Rote Classis and subsequently expanded to West Amarasi, the enterprise was established to address persistent challenges related to low household income and economically motivated crime in local communities. Employing a qualitative descriptive approach, the study identifies the enterprise's primary strengths as its use of natural, chemical-free raw materials and its affordable pricing strategy. Significant opportunities were also identified, including growing public awareness of health and wellness products and the potential for expansion into international markets, particularly in the Netherlands. The findings suggest that the most appropriate development strategy involves strengthening access to raw materials, expanding product diversification into value-added products such as lotions, facial masks, and instant porridge, and addressing existing weaknesses related to packaging innovation and workforce capacity development. Beyond its commercial achievements, the Sodamolek initiative has generated meaningful socio-economic benefits by creating local employment opportunities, increasing household income, and contributing to community welfare. The study highlights how faith-based economic empowerment initiatives can support local development objectives and demonstrates the potential of community-driven entrepreneurship to promote inclusive economic growth and social stability in rural regions of East Nusa Tenggara.

Keywords: Business Development Strategy; Church Initiative; Community Empowerment; Economic Improvement; SWOT Analysis; Virgin Coconut Oil (VCO)



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INTRODUCTION

Indonesia, as an agricultural country, has a plantation sector that plays a strategic role in the national economy, thus positioning Indonesia as one of the main producers and suppliers of coconut commodities in the global market (Idris & Armi, 2022). The coconut plant has high economic value because almost all parts of it can be utilized, especially the coconut fruit, which can be processed into coconut oil and further developed through product diversification in the form of Virgin Coconut Oil (VCO). VCO is pure coconut oil produced by a process of refining coconut milk through certain stages, both physical and non-chemical methods, resulting in oil with higher quality and added value (Ningsih & Efendi, 2025).

Kupang Regency has significant coconut commodity potential to support the development of Virgin Coconut Oil (VCO). In 2024, the total potential coconut production in Kupang Regency was recorded at 7,244 tons per year. Meanwhile, West Amarasi District ranks second as the largest coconut producing area in Kupang Regency, with total production reaching 623 tons per year during the same period (BPS NTT Province, 2024).

This potential was then addressed through the development of a coconut processing business into Virgin Coconut Oil (VCO), as an alternative productive economic activity for the community. This VCO development initiative was initially pioneered within the church community in the Fedok Lenaoen area, Northwest Rote Classis, as an effort to create business opportunities based on local commodities. As the business grew, VCO production expanded and grew more rapidly in the West Amarasi District, Kupang Regency.

Geographically, West Amarasi District is a lowland area located close to the coast, thus offering agro-climatic conditions that support coconut growth (BPS Kupang Regency, 2025). This opportunity was realized through the establishment of the "Sodamolek" Virgin Coconut Oil (VCO) business unit, which aims to create jobs, increase the added value of coconut commodities, and strengthen the local economy. The existence of this business unit demonstrates a positive contribution not only to the economic aspect but also to strengthening the social conditions of the local community. Changes in consumer consumption patterns, which tend towards natural food products with minimal chemical processing, create significant market opportunities for the development of Virgin Coconut Oil (VCO). VCO has physical and chemical characteristics that support its use in the health sector (Muntasir et al., 2022).

Based on the large potential of coconut resources and the development of the Virgin Coconut Oil (VCO) business unit "Sodamolek" in West Amarasi District, a strategic study is needed that is able to identify the internal and external conditions of the business comprehensively (BPS Kupang Regency, 2025). Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis is considered relevant as an analytical tool to assess the strengths, weaknesses, opportunities, and threats in the development of the VCO business, so that an appropriate, sustainable, and local potential-based development strategy can be formulated. Therefore, this study aims to formulate a development strategy for VCO "Sodamolek" through a SWOT analysis to support increased business competitiveness and community economic empowerment in West Amarasi District, Kupang Regency.

LITERATURE REVIEW AND RESEARCH FRAMEWORK

Theoretical View

Small and Medium Enterprises (SMEs) play a strategic role in expanding employment opportunities and distributing economic services to the community. This sector

contributes significantly to income equality and economic growth, which are the foundation of national stability, micro-enterprises, which currently dominate Indonesia's business structure, reaching 96%, require empowerment efforts, particularly due to their close relationship with low-income groups (Khumairo et al., 2025)

Transforming this sector requires integrated planning, ranging from institutional strengthening, optimizing microfinance institutions, to accelerating industrialization in rural areas (Liani & Jumaidi, 2024).

Data from the Ministry of Cooperatives and SMEs for the 2015-2019 period confirms the strategic role of MSMEs as a key pillar of the national economy. The large MSME population in Indonesia has a positive impact on improving public welfare by strengthening household incomes. This contribution automatically increases Gross Domestic Product (GDP), both through the production of goods and services absorbed by the domestic market and through export commodities (Kiswandi et al., 2023).

SWOT Analysis

A SWOT analysis serves as a primary framework for aligning differing interests within an organization. By understanding its strengths and weaknesses, organizations can establish logical goals and implement effective strategies. A SWOT analysis offers a structured approach to understanding the business environment, providing a quick yet comprehensive overview of an organization's strategic position (Gurel, 2017). This analysis is crucial in strategic planning, helping companies identify and capitalize on their strengths while addressing weaknesses, thereby developing a competitive advantage (Ghaleb, 2024).

Theological Views on Entrepreneurship

A theological understanding of work and business cannot be separated from the biblical perspective on the nature of humanity and creation. In Genesis 1:26–28, humans were created in the image and likeness of God (Imago Dei) and entrusted with the responsibility to rule the earth and manage His creation (cf. Gen. 2:15). This mandate, known as the cultural mandate, emphasizes that work is a calling inherent in human existence from the beginning of creation, not simply a means of fulfilling economic needs.

The church not only teaches theory but also provides examples to produce entrepreneurs who are both skilled and mature in faith. According to Silitonga (2023), the church is a place where individuals discover their true selves through their work. Ultimately, the congregation is taught that all work has noble value and is a noble mission from God.

METHOD

This study employed a qualitative research method with a cross-sectional design (Creswell, 2018). The study analyzed the Sodamolek Virgin Coconut Oil (VCO) business as the primary subject. The study did not set a fixed sample size; instead, data collection was conducted until data saturation was reached, which is estimated to require approximately 8 to 10 informants.

The sampling technique used was purposive sampling (Sugiyono, 2019), where informants were selected based on specific criteria relevant to the research objectives. Data were collected through in-depth interviews and direct observation to gain comprehensive and contextual insights into Sodamolek's VCO business practices.

For data analysis, this study applies SWOT Matrix analysis (Wehrich, 1982), which is used to identify and evaluate the strengths, weaknesses, opportunities, and threats of

the Sodamolek VCO business, as well as to formulate appropriate strategic recommendations.

RESULTS AND DISCUSSION

This study portrays the phenomenon of the "VCO Sodamolek" business as a business unit currently at a strategic crossroads. On the one hand, this paper explores the enormous potential of West Amarasi as a source of high-quality coconut raw materials combined with the unique social capital of the church congregation's fanaticism. This comparative advantage positions the Sodamolek business not merely as an oil producer, but as a symbol of the local community's economic independence based on community values and a theology of work. This paper will explain how these organic forces become the main driving force for the business's sustainability at the grassroots level.

The discussion in this research will focus on the effectiveness of Transformative Diakonia, namely how religious institutions can function as economic incubators that can reduce poverty and crime rates in West Amarasi through coconut downstreaming. The discussion will further highlight the importance of synergy between church authorities, the government, and digital technology in building a sustainable business ecosystem.

Data Analysis

IFAS stands for Internal Factor Analysis Summary, an analytical method using quantitative techniques to assign value weights and ratings to factors identified in a SWOT analysis (Affandi et al., 2026). IFAS matrix measures the relative importance and performance of a firm's internal strategic factors (Mandira & Damayanti, 2023).

The IFAS matrix consists of four core columns. How each column is derived by first identifying key internal factors. In Table 1, this process yielded 5 strengths (e.g., abundance of organic raw materials, high product quality from cold-press method) and 5 weaknesses (e.g., semi-manual production technology, absence of BPOM & Halal legal certification). After that, each factor receives a weight from 0.0 to 1.0 based on its importance to industry success. All weights must sum to 1.0 and no single factor should typically exceed 0.30 (Putri & Wibowo, 2025).

Moreover, ratings range from 1 to 4, a score of 4 indicates a major strength, 3 a minor strength, 2 a minor weakness, and 1 a major weakness. In conclusion, score value is obtained based on the weighted value calculation results multiplied by the rating value. Subsequently, all the weighted values, ratings, and scores obtained from each factor are tabulated into the IFAS matrix (Sonia et al., 2020). Specifically, all the data regarding the IFAS Matrix can be seen in the Table 1.

Table 1
IFAS Matrix

Internal Strategic Factors	Weight	Rating	Score (B x R)	Description/Factor Analysis
STRENGTHS				
1. Abundance of organic coconut raw materials (West Amarasi green coconut zone).	0.15	4	0.60	Comparative advantages of the "coconut forest" region.

Internal Strategic Factors	Weight	Rating	Score (B x R)	Description/Factor Analysis
2. High product quality (cold press method) that maintains nutrition & fresh aroma.	0.12	4	0.48	Become a very strong Unique Selling Point (USP).
3. Social & institutional support (Church/Classis) as a captive market & social capital.	0.11	4	0.44	The loyalty of the congregation ensures initial continuity.
4. Philosophical values of "Sodamolek" & women's empowerment (Fenai) as identity.	0.08	3	0.24	Strengthening social branding & local trust.
5. Competitive prices & health service missions for low-income communities.	0.06	3	0.18	Reaching the grassroots market widely.
WEAKNESSES				
1. Semi-manual production technology (squeezing & filtration) hampers volume.	0.15	1	0.15	The main obstacle to mass production efficiency.
2. Does not yet have complete legal certification (BPOM & Halal).	0.12	1	0.12	Restricting access to modern retail and markets outside the region.
3. Financial management is not yet professional (business funds are mixed with social funds).	0.08	2	0.16	Threatens sustainability & working capital accumulation.
4. Packaging design & digital marketing strategies are still very limited.	0.07	2	0.14	Losing out in terms of visual competition with products from outside NTT.
5. Lack of diversification of derivative products (unprocessed coconut pulp and water).	0.06	2	0.12	Loss of opportunity from the potential of waste with economic value.
TOTAL	1.00		2.63	

Source: Primary Data Processing, 2026

An above-average internal position of 2.63 indicates that the Sodamolek VCO business has a fairly strong internal position (above the median of 2.50). This means its strengths (particularly access to raw materials and church support) are able to outweigh its internal weaknesses. However, this score falls short of 3.0 (very strong) due to fundamental technological and legal barriers.

Superiority Comparative raw materials (Score 0.60) The raw material factor is the most dominant strength. Informants 6 and 7 confirmed that Amarasi is a "coconut forest." Economically, this minimizes raw material procurement costs and ensures sustainable production compared to competitors from outside the region. Informant 7 also supported this finding, as reflected in the interview excerpt presented.

"The continuity of VCO production is strongly supported by the abundant availability of local raw materials. Spatially, West Amarasi and South Amarasi form an extensive and integrated coconut-producing ecosystem. This geographical integration minimizes the risk of supply chain vulnerability; when West Amarasi experiences a shortage in coconut supply, Buraen Village in South Amarasi can serve as a buffer by providing high-quality coastal coconuts. Such interregional connectivity ensures the stability of procurement costs and supports the long-term sustainability of VCO production".

Technology & Legality (Scores 0.15 & 0.12) Despite abundant raw materials, production efficiency is very low. The use of manual methods (Weakness1) Informant 4 acknowledged that this often makes it difficult to fulfill large orders. Furthermore, the lack of BPOM certification (Weakness 2) keeps this product "locked" in the local market, preventing it from reaching hotels or large pharmacies, as Informant 5 suggested.

Consistent with the two weaknesses identified above, Informant 4 also highlighted similar concerns during the interview, stating that, Our current top priority centers on legality and equipment standardization. Without BPOM certification, our market penetration will remain confined to a micro-scale. Concurrently, the lack of modern equipment compromises production efficiency due to an over-reliance on manual methods. Therefore, our strategic target is to migrate from a 'congregational production' scheme toward a professional 'congregational industry,' while continuously integrating the values of grace and compassion into its governance.

The "Empowerment vs. Business" Management Dilemma: Financial management that continues to conflate the congregation's social needs with business capital (Score 0.16) is a weak point that poses a risk to long-term business continuity. Trade practitioners have emphasized this as a threat to sustainability because working capital often leaks away for members' domestic or social needs.

Based on this internal matrix, the recommended strategy is Mechanization and Formalization. This business has strong "muscle" (raw materials and mass support), but lacks the "tools" (technology) and "legal identity" (BPOM) to compete in the modern marketplace.

In addition to that, EFAS or External Factor Analysis Summary is a tool in strategic management that helps organizations systematically identify and assess conditions outside the organization that may affect its performance (Benzaghta et al., 2021). Unlike the IFAS matrix which focuses on internal conditions, the EFAS matrix directs attention entirely toward the external environment surrounding a business (David & David, 2020).

These external forces are organized into two groups: Opportunities which are external conditions that are favorable and can be exploited to advance the organization's position. As well as Threats that are external pressures or risks that may hinder the organization's ability to compete or grow (Mandira & Damayanti, 2023).

External factors are identified through a structured environmental scanning process, which may involve interviews, focus group discussions (FGD), and review of market data and policy documents (Sugalih & Riorini, 2025). Opportunities are listed first, followed by threats, and each factor should be stated as specifically and measurably as possible to ensure analytical precision (David & David, 2020).

In Table 2, this process resulted in five opportunity factors including high public health awareness toward natural products (Back to Nature trend), utilization of digital technology and e-commerce platforms, product diversification potential, government and agency support, as well as export and tourism market potential and five threat

factors, namely competition from national brands, regulatory and certification requirements (BPOM & Halal), rising costs of supporting materials, extreme weather and pest risks, and lack of synergy among local groups.

Each external factor is assigned a weight between 0.0 and 1.0, where a higher value indicates greater strategic importance to the industry's success (David & David, 2020). The collective weights of all factors, both opportunities and threats combined, must total exactly 1.00, ensuring proportionality across the analysis (Rachma et al., 2024). In Table 2, the highest weights (0.15) are given to "High public health awareness" and "Competition with national brands," reflecting their perceived significance in shaping the strategic direction of this VCO business. The lowest weights (0.05) are assigned to "Potential export and tourism markets" and "Lack of synergy between local groups," indicating that these factors, while relevant, are considered less immediately decisive.

The rating in the EFAS matrix differs fundamentally from the IFAS in its interpretation. Rather than categorizing a factor as a strength or weakness, the EFAS rating measures how effectively the organization's existing strategies are responding to each factor on a scale of 1 to 4 (Mandira & Damayanti, 2023). In Table 2, Opportunity 1 (High public health awareness) and Threat 1 (Competition with national brands) both receive a rating of 4, indicating the business has built strong strategic responses to these factors. Opportunity 5 (Potential export and tourism markets) receives a rating of 2, suggesting that the business has yet to develop adequate readiness to exploit this opportunity. Similarly, Threats 4 and 5 (Extreme weather and lack of local synergy) receive a 2, reflecting a modest and still-developing response.

The weighted score for each factor is obtained by multiplying the weight by the rating (Mandira & Damayanti, 2023). For example: Opportunity 1: Weight (0.15) × Rating (4) = Score 0.60. Likewise, Threat 3 (Increase in price of supporting materials): Weight (0.10) × Rating (3) = Score 0.30. Furthermore, the relevant EFAS Matrix data are presented in the Table 2.

Table 2
EFAS Matrix

External Strategic Factors	Weight	Rating	Score (Weight x Rating)	Comments / Notes
OPPORTUNITIES				
1. High public health awareness (Back to Nature trend)	0.15	4	0.60	Demand is high in Kupang post-pandemic.
2. Utilization of digital technology & E-commerce	0.10	3	0.30	National market potential through Shopee/Instagram.
3. Product diversification (Soap, lotion, coconut pulp)	0.08	3	0.24	Adding value and reducing waste.

External Strategic Factors	Weight	Rating	Score (Weight x Rating)	Comments / Notes
4. Government & agency support (Department of Industry and Trade/Church)	0.12	3	0.36	Training, tool assistance, and protection policies.
5. Potential export and tourism markets (Teres Beach)	0.05	2	0.10	Still need legal readiness and standardization.
THREATS				
1. Competition with national brands (Manufacturers)	0.15	4	0.60	Winning in packaging and cheaper price.
2. Regulation and certification (BPOM & Halal)	0.12	4	0.48	The main barrier to entry into modern retail.
3. Increase in the price of supporting materials (Bottles & Logistics)	0.10	3	0.30	The cost of bottles from outside NTT has triggered price increases.
4. Extreme weather changes & Pests (Cyclone Seroja)	0.08	2	0.16	Risks to coconut tree productivity.
5. Lack of synergy between local groups	0.05	2	0.10	The risk of buyers fighting over it if there is no one-stop shop.
TOTAL	1.00		3.24	

Source: Primary Data Processing, 2026

A total score of 3.24 indicates that the Sodamolek VCO business enjoys a strong external position. A score above 2.50 indicates that the organization is responding very well to existing opportunities and is able to mitigate external threats through institutional support (Church & Government) and superior raw material quality.

The greatest opportunity (Score 0.60) is the healthy living trend, which represents a golden opportunity. Informants (Members, Pastors, Village Heads) agree that urban communities are seeking organic products, ensuring market demand remains strong. Meanwhile, the greatest threat (Scores 0.60 & 0.48) is competition from more "luxurious" foreign products, and the barrier of obtaining BPOM permits is a significant barrier. Without legality, these products will only circulate in traditional markets or church communities.

Based on this matrix, the main focus should be directed at Production Mechanization (to reduce costs and compete on prices) as well as collective legal administration through the support of Classis or Disperindag.

Quadrant Analysis

To determine the position in the SWOT quadrant, it is necessary to find the difference between strengths-weaknesses (X) and opportunities-threats (Y) (Lestari et al., 2021).

a. Internal Analysis (X-Axis)

Total Strength Score (S): $0.60 + 0.48 + 0.44 + 0.24 + 0.18 = 1.94$

Total Weakness Score (W): $0.15 + 0.12 + 0.16 + 0.14 + 0.12 = 0.69$

X coordinate (S - W): $1.94 - 0.69 = 1.25$

b. External Analysis (Y-Axis)

Total Chance Score (O): $0.60 + 0.30 + 0.24 + 0.36 + 0.10 = 1.60$

Total Threat Score (T): $0.60 + 0.48 + 0.30 + 0.16 + 0.10 = 1.64$

Y coordinate (O - T): $1.60 - 1.64 = -0.04$

SWOT Quadrant Position:

The coordinate point is at (1.25 ; -0.04). X-axis (1.25): Positive (Strengths are greater than Weaknesses). Y-axis (-0.04): Negative (Threats are slightly greater than Opportunities). This position places VCO Sodamolek in QUADRANT II (Diversification Strategy / ST).

Being in Quadrant II means the organization has enormous internal power, but faces serious external threats. While market opportunities exist, threats from well-capitalized competitors and strict regulations could hamper growth if not addressed promptly.

SWOT Matrix is a strategic planning tool used to assess an organization's or in this case, the product of "Amarasi Organic VCO" competitive position by mapping internal factors (Strengths and Weaknesses, which in the organization controls) against external factors (Opportunities and Threats, which come from the surrounding environment) (Saxena et al., 2022).

In Table 3, the internal-external logic is laid out as a 2×2 grid of Strengths and Weaknesses run across the top, Opportunities and Threats run down the side, and the four intersecting cells generate four families of strategy (SO, WO, ST, WT) (Saputra & Damayanti, 2023).

The "numbers" in parentheses (e.g., S1, S2, O1, O2) are factor codes, not statistical figures; they trace which specific Strength/Weakness/Opportunity/Threat items were combined to generate that strategy. These codes are typically derived through the following process:

1. Identification (qualitative stage). Internal factors (S, W) and external factors (O, T) are identified through interviews, field observation, and literature review with relevant stakeholders (e.g., producers, community/church leaders, local government). Participants are asked to describe their opinions on the SWOT facing the landscape, and the outcomes are then ranked to prioritize action (Zoschke et al., 2024).
2. Listing and numbering. Each identified factor is listed and numbered (S1–S5, W1–W5, O1–O5, T1–T5 in your table) so they can be referenced later.
3. Cross-matching into the matrix. Each strategy statement in the SO/WO/ST/WT cells is built by combining one or more S/W codes with one or more O/T codes that logically reinforce or offset each other — this is the standard procedure for constructing a TOWS/SWOT strategy matrix (Saputra & Damayanti, 2023).

Table 3 represents the qualitative cross-matrix stage of SWOT, which can be seen in detail.

Table 3
SWOT Matrix

Internal/External Factors	Strengths	Weaknesses
	1. Abundance of organic raw materials. 2. High product quality (cold press). 3. Strong social/church support. 4. Philosophical value of "Sodamolek". 5. Competitive prices & service mission.	1. Semi-manual production technology. 2. There is no BPOM & Halal permit yet. 3. Unprofessional financial management. 4. Limited digital packaging & marketing. 5. Lack of product diversification.
OPPORTUNITIES	SO (Aggressive) Strategy	WO (Turn-around) Strategy
1. Healthy lifestyle trends. 2. Digital technology/E-commerce. 3. Diversification of derivative products. 4. Government support/DAK. 5. Tourism potential of Teres Beach.	1. Marketing "Amarasi Organic VCO" to the health market in Kupang City through social media (S1, S2, O1, O2). 2. Make the production location an educational tourism destination for visitors to Teres Beach (S4, O5).	1. Submit a request for assistance with production equipment (filtration machines) to the Department of Industry and Trade to overcome manual production (W1, O4). 2. Utilizing the youth of the church to re-brand the packaging and create E-commerce accounts (W4, O2).
THREATS	ST (Diversification) Strategy	WT (Defensive) Strategy
1. National brand competition. 2. Strict regulation/certification. 3. Increase in bottle & logistics prices. 4. Weather changes/Pests. 5. Lack of synergy between groups.	1. Highlighting the narratives of "Women Empowerment" and "Holy/Honest Products" to counter the dominance of manufacturer brands (S3, S4, T1). 2. Develop derivative products (soap/lotion) whose raw materials remain cheap even though bottle logistics costs increase (S2, T3).	1. Immediately take care of the legality of P-IRT/BPOM through a collective assistance scheme so that the product is not banned from the market (W2, T2). 2. Establish a one-stop marketing platform at the Classis level to avoid price competition between local groups (W3, T5).

Source: Primary Data Processing, 2026

Based on the SWOT Matrix that has been prepared, testing of the main strategic alternatives is used. Quantitative Strategic Planning Matrix (QSPM). This matrix aims to determine which strategies are most relevant and have the greatest impact to be implemented at this time.

The alternative strategies tested were:

- Strategy A (Market Expansion & Social Branding): Focus on digital marketing, highlighting women's empowerment narratives, and educational tourism (Combined SO & ST Strategy).
- Strategy B (Operational Modernization & Legality): Focus on procuring filtration machines through government assistance and managing BPOM/Halal permits (Combined WO & WT Strategies).

The qualitative insights gained from the SWOT cross-matrix lay the groundwork for strategic planning, yet they lack the quantitative precision required to evaluate competing choices. Consequently, the analysis transitions to the Quantitative Strategic

Planning Matrix (QSPM) which is the "decision" stage that determines which strategy should be prioritized when multiple viable options compete for the same limited budget, time, or staff (Hassanpour Darvishi et al., 2023).

On the Table 4, two strategies are being compared side by side: S1 and S2 (these would correspond to two of the strategy options generated earlier in SO/WO/ST/WT matrix, such as the "aggressive marketing" strategy versus the "production equipment assistance" strategy). For each of the 20 strategic factors (5 Strengths, 5 Weaknesses, 5 Opportunities, 5 Threats), the matrix measures:

1. How important that factor is (its Weight)
2. How relevant each strategy is to that specific factor (its Attractiveness Score)
3. How much that factor actually contributes to each strategy's overall pull (the resulting weighted score) (Azzahra et al., 2024).

The Quantitative Strategic Planning Matrix illustrates the systematic evaluation of the feasible alternative strategies, as shown in Table 4.

Table 4
QSPM Matrix

Strategic Factors	Weight	AS (S1)	BAG (S1)	AS (S2)	BAG (S2)
STRENGTHS					
1. Abundance of organic coconut raw materials	0.15	4	0.60	4	0.60
2. High product quality (cold press)	0.12	4	0.48	3	0.36
3. Strong social/church support	0.11	4	0.44	2	0.22
4. Philosophical value of "Sodamolek"	0.08	4	0.32	1	0.08
5. Competitive prices & service mission	0.06	3	0.18	2	0.12
WEAKNESSES					
1. Semi-manual production technology	0.15	2	0.30	4	0.60
2. No BPOM & Halal permit yet	0.12	2	0.24	4	0.48
3. Unprofessional financial management	0.08	2	0.16	3	0.24
4. Limited packaging design & marketing	0.07	4	0.28	3	0.21

Strategic Factors	Weight	AS (S1)	BAG (S1)	AS (S2)	BAG (S2)
5. Lack of product diversification	0.06	4	0.24	2	0.12
OPPORTUNITIES					
1. Healthy lifestyle trend (Back to Nature)	0.15	4	0.60	4	0.60
2. Digital technology & E-commerce	0.10	3	0.30	3	0.30
3. Diversification of derivative products	0.08	4	0.32	2	0.16
4. Government support (Disperindag)	0.12	2	0.24	4	0.48
5. Potential export and tourism markets	0.05	3	0.15	3	0.15
THREATS					
1. Competition with national brands	0.15	4	0.60	3	0.45
2. Strict Regulation/Certification	0.12	1	0.12	4	0.48
3. Increase in bottle prices & logistics	0.10	3	0.30	2	0.20
4. Extreme weather changes & Pests	0.08	1	0.08	1	0.08
5. Lack of synergy between groups	0.05	2	0.10	3	0.15
TOTAL SUM ATTRACTIVENESS SCORE (TAS)	1.00		6.45		6.50

Source: Primary Data Processing, 2026

Based on QSPM calculations, Strategy B (Score 6.07) has a higher attractiveness value than Strategy A (Score 5.45). Strategy B is more urgent because it addresses the "root problem" that is hindering Sodamolek's growth.

- Production Efficiency (W1): Manual technology issues are a bottleneck for volume. Strategy B, which focuses on submitting equipment to the Department of Industry and Trade, provides a concrete solution to improve production capacity.

- Regulatory Security (T2):The threat of BPOM regulation is a life-or-death threat. Without legality, marketing strategies (Strategy A) will be futile because products cannot enter formal stores or pharmacies.
- Group Synergy (T5):Strategy B includes the formation of a one-stop shop, which is very attractive to reduce inter-congregation competition in West Amarasi.

While Strategy A is strong in leveraging Strengths (S) such as philosophical narratives and tourism, it scores low on the Threat (T) factor of regulation. Selling products widely on social media without BPOM approval risks future legal issues.

CONCLUSION AND SUGGESTION

Based on the IFAS and EFAS matrices, Sodamolek VCO is in Quadrant II (Diversification Strategy). This indicates that the business has solid internal strengths (abundant raw materials and social support), but faces significant external challenges, particularly related to regulations (BPOM) and competition from national brands.

The QSPM results show that the Operational Modernization and Legality Strategy (Strategy B), with a score of 6.07, is superior to the market expansion strategy alone. This means that the success of Sodamolek VCO depends heavily on its ability to transform from a manual home industry into a small industry that is legally and technologically standardized.

Social capital in the form of church support (Classis) and local philosophical values are the main "fortress" that maintains local market loyalty amidst the onslaught of manufactured products. Prioritize obtaining P-IRT or BPOM permits and Halal certification. Without these, the vast market potential (Kupang City and beyond NTT) will never be formally accessible. Furthermore, given capital constraints, managers are advised to transition from manual milking to simple coconut milk squeezing machines to maintain consistent quality between batches. Another thing that needs to be done is financial management education to separate church/family social funds from business operational capital so that the business remains financially sustainable.

Local governments are expected to not only provide equipment (grants) but also assist with the permitting process until the product is truly fit for modern retail shelves. The local government or village government can issue policies (local regulations) requiring the use of local VCO for medical purposes at village health centers or as official regional gifts.

Future researchers can focus on distribution efficiency from West Amarasi to Kupang City to reduce logistics costs, which are currently considered expensive. Furthermore, to strengthen the branding strategy (Strategy A), technical research is needed to compare the lauric acid content of Amarasasi VCO with that of other regions to provide scientific evidence for the "High Quality" claim.

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