

Analysis of GSI Herbal Medicine Product Sales Strategy Using SWOT Matrix and QSPM Methods

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Article Information	ABSTRACT
Article History Received : February 12, 2026 Revised : February 19, 2026 Published : April 02, 2026	In its efforts, Jamu GSI HERBAL products are only marketed to the surrounding community and are unable to compete with health products that offer instant solutions. Therefore, data was collected through observation, in-depth interviews, and questionnaires with four employees and four consumers, as well as strategy validation by the owner and experts at the Mustofa Clinic. The SWOT analysis identified 5 strengths, 3 weaknesses, 3 opportunities, and 3 threats. The results of the IFE (3.86) and EFE (3.67) matrices placed the company in the Grow and Build position. The QSPM analysis set the main priority on ST 1 (score 6.76): increasing hygienic production through a partnership with the Health Office and diversifying variants (syrup/candy). This research emphasizes that legal standardization (BPOM, BPJPH, HKI) is key to transforming MSMEs toward modern markets. This strategy implies increased consumer confidence and production efficiency. Further research recommendations include analyzing the financial impact of transitioning from manual tools to automated machines on profit margins. With the implementation of this strategy, GSI HERBAL is expected to compete competitively and sustainably.
Keywords: <i>Herbal Medicine; Marketing Strategy; SWOT Matrix; QSPM.</i>	

INTRODUCTION

The development of the herbal industry in Indonesia is currently facing intense competition, especially with the opening of the domestic market, which allows similar products to enter easily. This condition poses a serious challenge for small and medium-sized enterprises (SMEs) to remain viable and competitive (Alwan et al., 2023). Rapid changes in consumer preferences and business patterns require companies to be competitive through appropriate strategic adjustments (Pranatayana & Arcana, 2021). This is crucial considering that SMEs are the main drivers of national economic growth and significant employers (Panggabean & Sumiati, 2022).

GSI Herbal (Griya Sehat Indonesia) is one of the businesses in this sector that produces traditional herbal medicines in capsule form, such as GR Forhati GSN, Pro Cerna, Diastop, Jamu Pro, and Pro Imun. Although it uses high-quality natural ingredients such as temulawak, ginger, and turmeric, which are beneficial to health, GSI Herbal faces major obstacles in terms of sales volume. Currently, product marketing is still limited to the local community and often loses out to modern health products that offer instant. This phenomenon indicates an imbalance between the quality of the product's benefits and the effectiveness of the sales strategy implemented.

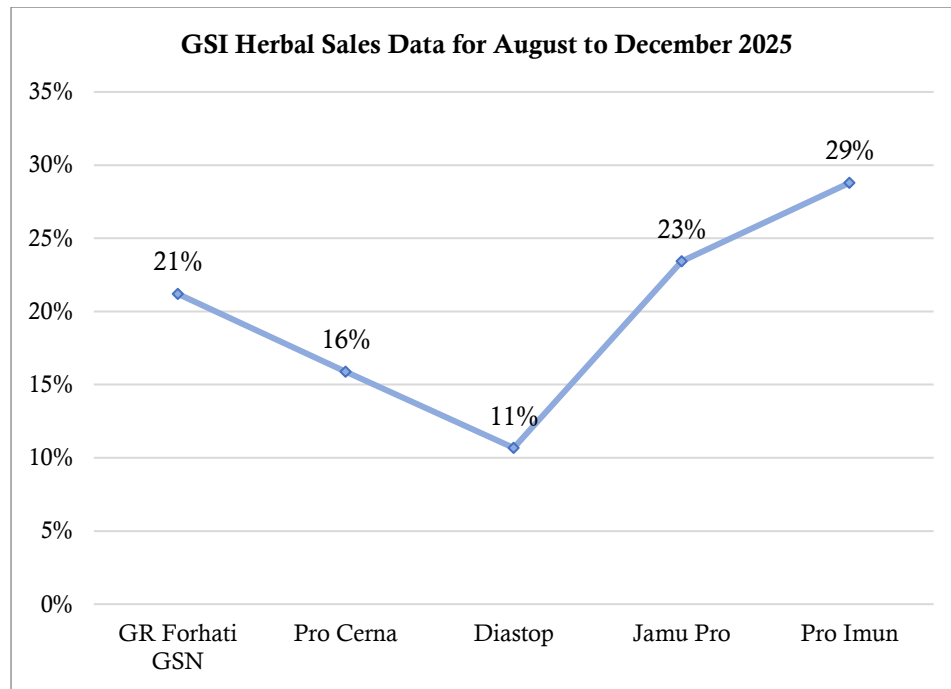


Figure 1. GSI Herbal Sales Chart

The concentration of sales on certain products indicates that the product benefit communication strategy has not reached the entire line, including GSI Herbal, which has been determining business steps based solely on intuition or casual observation without measurable data. Strategic analysis that focuses only on identifying internal and external factors often stops at the problem mapping stage without providing clear priority directions, and competitors are already using modern health products.

Although previous studies such as those conducted by (Elisabet et al., 2021) and (Kusumaningtyas et al., 2022) have extensively explored the use of SWOT and QSPM integration in strategy formulation, there is a significant research gap in the context of traditional herbal SMEs. Most previous studies tend to focus on large-scale companies or general manufacturing industries, but there is still very limited research that examines in depth how the integration of these methods can overcome consumers' psychological barriers to traditional herbal medicine, which is considered less “instant” than modern health products. Furthermore, research on SME strategies often stops at the qualitative identification stage without touching on the transition from intuition-based decision making to data-driven decision making at the micro business level. Therefore, this study chose to integrate the SWOT Matrix and Quantitative Strategic Planning Matrix (QSPM) methods.

SWOT analysis was chosen for its ability to comprehensively identify the strengths, weaknesses, opportunities, and threats faced by the company (Kusumaningtyas et al., 2022). However, because SWOT has limitations in determining the most urgent strategic choices, the QSPM method is used to fill this gap. QSPM provides added value in the form of objectivity in quantitatively evaluating various strategic alternatives (Elisabet et al., 2021). By combining the two, this study is expected to produce a priority order of the most effective sales strategies for GSI Herbal to increase its competitiveness in the broader health product market.

RESEARCH METHODS

Flowchart Diagram

The following is a flowchart diagram used during research at Jamu GSI Herbal.

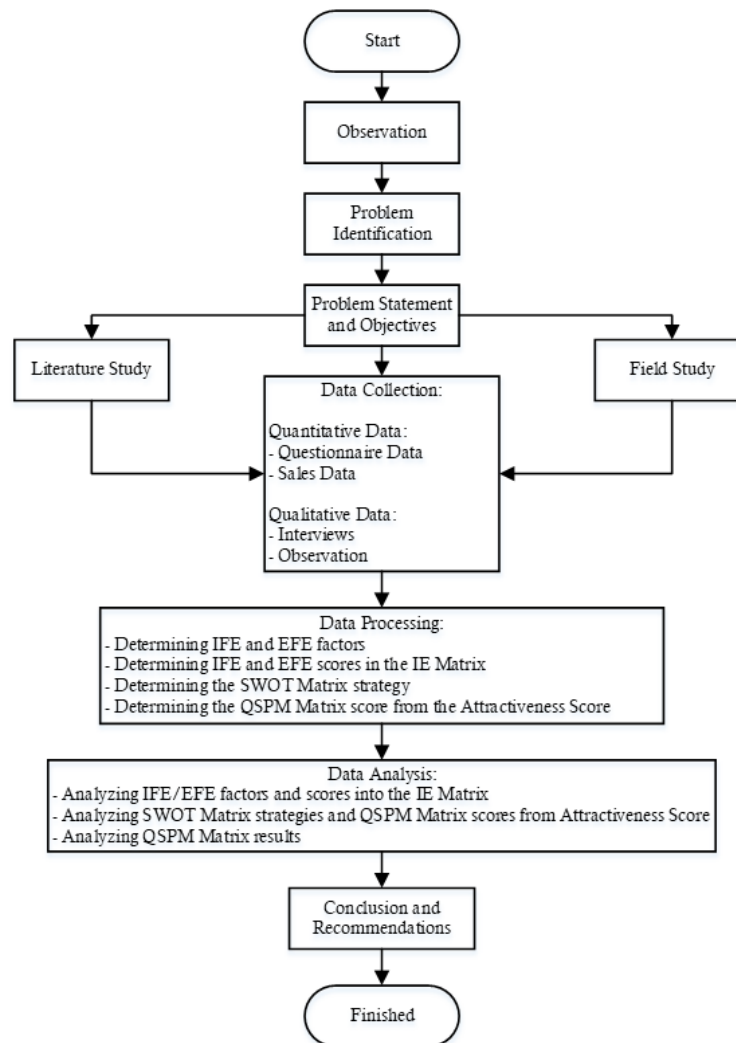


Figure 2. Flowchart GSI Herbal

Strengths, Weakness, Opportunities and Threats (SWOT)

SWOT analysis is an analysis that measures the various strengths and weaknesses of SME resources in the industry, as well as external opportunities and challenges. SWOT analysis compares internal and external factors. Internal factors come from strengths and weaknesses, while external factors consist of opportunities and threats (Novianti et al.2024). SWOT matrix analysis with several strategies (Febrilyant & Purnomo, 2021):

1. SO Strategy (Strengths – Opportunities) is the utilization of existing opportunities with the company's strengths
2. ST Strategy (Strengths – Threats) is an arrangement of various interests used to achieve a goal
3. WO Strategy (Weaknesses – Opportunities) strategy is the selection of factors that are stimulated and those that are not postponed (investment/sales)
4. WT Strategy (Weaknesses – Threats) are minimizing existing weaknesses and avoiding threats in the form of defensive activities.

IFE Matrix

It is necessary to recognize the internal aspects of the industry related to strengths and weaknesses that are considered valuable. Internal industry information and data can be obtained from various industry roles, such as management, finance, human resources, marketing, data systems, and production (Duratulhikmah & Wijaya, 2024).

EFE Matrix

Used to examine external factors affecting the company. Collecting external information to describe issues related to the economy, society, culture, population, environment, politics, government, law, technology, competition, and other relevant external data in the industry market where the company operates. This is important because external factors can directly (Atikah & Moeliono, 2021).

Determining weights, ratings, and scores is the first step in SWOT analysis. Weights are determined based on the level of importance, as follows (Fatchrojiono, 2022):

Table 1. Importance Level Rating Scale

Numerical Value	Preference Level
1	Not Important
2	Somewhat Important
3	Important
4	Quite Important
5	Very Important

The next step is to determine the rating for our assessment of the possibilities that will occur in the short term, as follows (Fatchrojiono, 2022):

Table 2. Rating Scale

Numerical Value	Preference Level
1	Strongly disagree
2	Disagree
3	Agree
4	Strongly agree

IE Matrix

The Internal and External (IE) Matrix of development originated from the General Electric (GE) version. The indicators used are internal and external industry indicators. The IE matrix is based on two main measures: the total weight of IFE on the X-axis and the weight of EFE on the Y-axis, which are divided into three main parts, namely (Pratama, 2024):

1. Grow and Build (I, II, IV)

The right strategy is either intensive (market penetration, market development, and product development) or forward integration and horizontal integration.

2. Maintain and Preserve (III, V, VII)

The universal strategy used is market penetration, product expansion from market expansion.

3. Harvest or Divestment (VI, VIII, IX)

The strategies to be pursued are diversification, divestment, and dissolution strategies.

Quantitative Strategic Planning Matrix (QSPM)

A strategy used to assess other methods or plans and facts in accordance with internal and external aspects that have been recognized beforehand (Nur'aini et al., 2023). Serves as a strategic decision to determine a company's relative attractiveness based on internal and external factors (Hatta & Ida, 2024). QSPM also has the privilege of viewing and observing a number of strategies based on the total attractive score (TAS) and other characteristics in the form of a compilation or researcher. With a TAS scale ranging from 1 to 4, where 1 is not attractive and 4 is very attractive (Damayanti et al., 2023). QSPM also has several weaknesses, namely that its development requires basic assessments and assumptions, assessment scores, and attractiveness levels for statements made based on objective information (Lestari et al., 2023).

RESULTS AND DISCUSSION

Data Collection

In the data collection conducted through interviews, observations, and questionnaires regarding Jamu products at GSI HERBAL, questionnaires were distributed to 4 employees and 4 consumers (aged 7 to 50 years) used in the SWOT method, as well as 1 company owner who

collaborated with 1 Mustofa Clinic institution used in the QSPM method. Each attribute received 5 strengths, 3 weaknesses, 3 opportunities, and 3 threats for the SWOT method, as well as 4 strategies for the QSPM method listed in the questionnaire.

Data Processing

IFE Matrix

The internal strengths and weaknesses of GSI HERBAL were used to create a weighting matrix and IFE scores. The weights and rankings were determined by the level of importance of the four employees in the company regarding traditional herbal medicine products.

Table 3. IFE Matrix Results

No.	Strength	Importance								Number	Weight	Rating	Score
		1	2	3	4	5	6	7	8				
1	The quality of the raw materials used is excellent	4	5	4	5	4	5	4	5	36	0,15	4	0,59
2	The product has been proven effective in treating certain health problems	4	4	4	3	3	4	4	4	30	0,12	4	0,49
3	Affordable product prices	3	4	3	4	3	3	4	3	27	0,11	4	0,44
4	The production process is carried out hygienically and quality is maintained	4	4	5	4	4	4	5	4	34	0,14	4	0,55
5	The product has many variants	4	3	5	4	4	5	5	5	35	0,14	3	0,43
Subtotal										162	0,66		2,49
No.	Weakness										Weight	Rating	Score
1	Lack of supporting tools	3	3	4	3	4	4	3	3	27	0,11	4	0,44
2	Lack of product names in the sales field	3	4	3	4	4	4	3	4	29	0,12	4	0,47
3	Product durability/longevity needs to be improved	4	3	3	4	4	3	3	4	28	0,11	4	0,46
Subtotal										84	0,34		1,37
Total										246	1,00		3,86

Based on the IFE matrix results in Table 3, the sum, weight, and score of the 5 strength attributes and 3 weakness attributes were obtained, with a total sum of 246, a weight of 1.00, and a score of 3.86.

EFE Matrix

External factors affecting GSI HERBAL consist of opportunities and threats that are used together with weights and classifications to develop the EFE matrix.

Table 4. EFE Matrix Results

No.	Opportunity	Importance								Number	Weight	Rating	Score
		1	2	3	4	5	6	7	8				
1	Establishing good cooperation with agencies in the health sector	5	5	5	5	4	5	4	5	38	0,18	4	0,73
2	Ease of marketing products through digital platforms	4	5	5	5	4	4	4	5	36	0,17	4	0,69
3	A continuously growing target market potential	4	4	4	4	4	4	5	5	34	0,16	3	0,49
Subtotal										108	0,52		1,90
No.	Threat										Weight	Rating	Score
1	Competition with other products is getting tougher	5	4	5	5	4	4	5	4	36	0,17	4	0,69
2	Changes in regulations related to product production	4	3	3	4	4	5	4	3	30	0,14	4	0,57

Based on the EFE matrix results in Table 4, the sum, weight, and score of the three opportunity attributes and three threat attributes were obtained, with a total sum of 209, a weight of 1.00, and a score of 3.67.

IE Matrix

Next, compile the IFE and EFE matrix results using the IE (internal and external) matrix, which is used to determine the position for establishing a development strategy.

Table 5. IE Matrix Results

IE Matrix			IFE Score (3,87)		
			3,0-4,0	2,0-2,99	1,0-1,99
			Strong	Moderate	Weak
EFE score (3,69)	3,0-4,0	High	I	II	III
	2,0-2,99	Medium	IV	V	VI
	1,0-1,99	Low	VII	VIII	IX

Based on the IE matrix results in Table 5, the IFE matrix has a score of 3.86 and the EFE matrix has a score of 3.67, indicating that GSI HERBAL is in position I, which means a strategy of growth and development. The strategy used is vertical integration growth through price adjustments, further product development, product quality improvement, and increased market access.

SWOT Matrix Analysis

After conducting an analysis using the IE matrix, the next step is to translate the alternative strategies using the SWOT matrix.

1. SO Strategy (Strengths – Opportunities)
Improve hygienic and quality-controlled production processes by collaborating with health agencies and offering a wide variety of products to ensure continued growth in the target market (S4, S5, O1, O3).
2. ST Strategy (Strengths – Threats)
Selecting the highest quality raw materials to comply with regulatory changes related to product production and marketing (S1, T2).
3. WO Strategy (Weaknesses – Opportunities)
Enhancing sales support tools and product names to facilitate product marketing on digital platforms with potential for continued growth (W1, W2, O2, O3).
4. WT Strategy (Weaknesses – Threats)
Creating various brands and product names to enable products to compete with others (W2, T1).

QSPM Matrix Analysis

Decision making using QSPM is the final stage of information processing. This matrix describes the best strategic alternatives that GSI HERBAL can use in collaboration with Mustofa Clinic to determine its Attractiveness Score (AS) and Total Attractiveness Score (TAS). Table 6 shows several strategic priorities that can be utilized by GSI HERBAL.

Table 6. QSPM Matrix Analysis Results

Table 3: QoS Matrix Analysis Results									
INFORMATION Key Factors	Weight	Strategy 1		Strategy 2		Strategy 3		Strategy 4	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
		Strength							
The quality of the raw materials used is excellent	0,15	4	0,60	4	0,60	3	0,45	2	0,30

The product has been proven effective in treating certain health problems	0,12	3	0,37	3	0,37	2	0,25	2	0,25
Affordable product prices	0,12	3	0,35	2	0,23	2	0,23	2	0,23
The production process is carried out hygienically and quality is maintained	0,14	4	0,56	3	0,42	3	0,42	3	0,42
The product has many variants	0,13	4	0,53	2	0,26	3	0,40	3	0,40
Weakness									
Lack of supporting tools	0,11	3	0,32	4	0,43	4	0,43	3	0,32
Lack of product names in the sales field	0,12	3	0,35	2	0,23	4	0,46	4	0,46
Product durability/longevity needs to be improved	0,12	3	0,35	3	0,35	3	0,35	3	0,35
Opportunity									
Establishing good cooperation with agencies in the health sector	0,19	4	0,76	3	0,57	3	0,57	3	0,57
Ease of marketing products through digital platforms	0,18	3	0,54	2	0,36	4	0,72	2	0,36
A continuously growing target market potential	0,15	4	0,61	3	0,46	4	0,61	3	0,46
Threat									
Competition with other products is getting tougher	0,18	3	0,54	3	0,54	3	0,54	4	0,72
Changes in regulations related to product production and marketing	0,13	3	0,40	4	0,53	3	0,40	3	0,40
The emergence of modern health products that offer instant solutions	0,16	3	0,49	3	0,49	3	0,49	3	0,49
Total		47	6,76	41	5,84	44	6,32	40	5,73
Priority		1		3		2		4	

Based on the QSPM matrix in Table 6, Strategy 1 has the highest score of 6.76, followed by Strategy 3 with a score of 6.32, Strategy 2 with a score of 5.84, and finally Strategy 4 with a score of 5.73. Therefore, the order of strategies that GSI HERBAL should prioritize and implement for its products, namely Traditional Herbal Medicine, is as follows :

1. Improving the production process in a hygienic manner and maintaining quality by collaborating with health agencies (DINKES) and offering many variants so that the target market potential continues to grow.
 - Previously, GSI HERBAL Jamu products tended to encounter difficulties in sample testing during the production process because they did not collaborate with health agencies and only had one variant, namely capsules. Consumer trust in herbal products is highly dependent on safety aspects (food safety). Without formal sample testing, products carry high legal and health risks. Diversifying variants is a priority to break down the psychological barriers of consumers who consider herbal medicine to be only "bitter medicine" in capsule form.
 - Cooperation with the Department of Health provides institutional legitimacy that facilitates the establishment of consistent quality standards. In terms of the market, the availability of syrup and candy variants expands the target audience to include children and the elderly, which automatically increases sales volume and daily consumption frequency.
2. Improving supporting tools and product names in the field of sales to facilitate product marketing on digital platforms with potential for continued product marketing growth (DISPERINDAG).
 - Until now, Jamu GSI HERBAL products have only used simple tools in production and product names that are not easily understood by others. Manual production limits business scalability; GSI Herbal will not be able to fulfill large orders without automation. In addition, technical/difficult-to-understand product names hinder the effectiveness of digital marketing algorithms.

- The use of modern tools reduces the cost of goods sold (COGS) through time efficiency and reduced human error. More descriptive product names (based on ingredients) will improve Search Engine Optimization (SEO) in e-commerce, making products easier to find by potential buyers looking for specific herbal solutions.
3. Selecting the best quality ingredients to comply with regulations related to product production and marketing (BPOM, DINKES, DISPERINDAG).
 - Health product regulations are dynamic and increasingly stringent. Choosing the best quality ingredients is not just a matter of efficacy, but an absolute requirement for passing certification tests. We improve our selection of the best quality ingredients by working with herbal experts in their field and the best spice sellers, so that GSI HERBAL Jamu products can comply with regulations related to product production and marketing.
 - Having a solid supply chain creates barriers to entry for competitors. The long-term implication is that the product has a longer shelf life and consistent taste/efficacy, which maintains customer loyalty (retention).
 4. Creating various brands and product names so that products can compete with modern health products
 - In the modern market, consumers don't just buy products, they buy a "sense of security" and "brand image." This is achieved by creating various brands such as capsules, syrups, and candies, with product names that are easy to understand based on their ingredients, and by collaborating with agencies (BPOM, DINKES, BPJPH, HKI) so that others will be interested in and trust the product.
 - This step transforms GSI Herbal from a mere "home business" into a business asset with high economic value. The trust built through the Halal and BPOM logos allows the products to compete head-to-head with modern pharmaceutical products and opens up export opportunities in the future.

CONCLUSION

Based on the analysis of research conducted by GSI HERBAL, namely the SWOT and QSPM methods, it can be concluded that there are 5 strengths and 3 weaknesses in internal factors, and 3 opportunities and 3 threats in external factors. The results show that the total weight of the IFE matrix score is 3.86 and the EFE is 3.67, so the company is in a position to grow and develop. High-quality hygienic production levels, high levels of supporting equipment, the best quality ingredients, brand innovation, and strategies suitable for GSI Herbal. Based on QSPM with the highest score of 6.76, ST 1 focuses on standardizing hygienic production processes through partnerships with health agencies (DINKES) and diversifying product variants (syrups and candies), and the lowest score of 5.73 for ST 4 remains a crucial support in legal aspects (BPOM, BPJPH, HKI) to build long-term consumer trust.

The contribution between GSI Herbal production and government agencies is not merely an administrative burden, but a key pillar in building competitive advantage in the herbal industry. The recommended strategy is to collaborate with traders, conduct marketing events and exhibitions, approach relevant agencies (BPOM, DINKES, BPJPH, HKI, DISPERINDAG), and innovate in terms of production, tools, materials, and brands. It is hoped that with the strategies outlined for the development of GSI HERBAL herbal products, production and sales will grow rapidly and the products will be able to compete with others. For further research, it is recommended to conduct a detailed analysis of the financial impact of transitioning from manual production tools to automated machinery on the company's profit margins.

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