

Development of marketing strategies in the digital era to increase sales in Klaten, Central Java (Case study of PT Panma Metal Agung Sejahtera)

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ARTICLE INFO

Article history :

Received August 15th 2025

Revised September 20th 2025

Accepted October 6th 2025

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ABSTRACT

Marketing strategy plays a crucial role in enhancing the competitiveness of micro, small, and medium enterprises (MSMEs) in the digital era, including PT Panma Metal Agung Sejahtera, which faces challenges in optimizing the use of digital media. The phenomenon observed is that although revenue has increased since adopting digital platforms, the strategies applied have not yet significantly driven sustainable sales growth. This study aims to analyze the application of the Business Model Canvas (BMC) and SWOT analysis, determine strategic priorities using the Analytic Hierarchy Process (AHP), and evaluate the effectiveness of digital platforms in supporting marketing activities. The research method employed a qualitative approach, supported by SWOT analysis, BMC, AHP, and the use of Manual Data Analysis Procedure (MDAP) and Coding Color Analysis Procedure (CCAP). The findings reveal that the dominant factors in marketing strategy are strengthening digital systems and human resources, with priority strategies focusing on the development of an integrated website with marketplace features and the utilization of social media for promotion. The study concludes that the integration of BMC, SWOT, and AHP produces more adaptive and measurable strategies, while the effective use of digital platforms enhances marketing performance and expands the market reach of PT Panma Metal Agung Sejahtera.

Keywords : SWOT Analysis, Business Model Canvas, Coding Color, Analytic Hierarchy Process

1. INTRODUCTION

The digital era has significantly transformed the landscape of marketing strategies, necessitating an integrative approach that combines both conventional and digital methods. These strategies involve coordinated efforts in pricing, promotion, distribution, and communication management, which are essential for enhancing business competitiveness—particularly within the micro, small, and medium enterprises (MSMEs) sector. This transformation is closely linked to the rapid advancements associated with the Fourth Industrial Revolution, which has catalyzed the digitalization of socio-economic interactions. In this context, MSMEs are compelled to adopt digital technologies not only to maintain market relevance but also to ensure long-term business sustainability (Gazali et al., 2023; Sayyidinaa et al., 2024). Digital marketing strategies such as pull strategy and website development have been proven to strengthen brand identity and improve sales performance in MSMEs (Afwan & Lupiyoadi, 2023). Effective digital marketing strategies play a critical role in enhancing MSME competitiveness and driving business growth in the modern era (Sayyidinaa et al., 2024). Furthermore, effective marketing strategies significantly increase MSME competitiveness, especially in highly dynamic markets such as the Greater Jakarta Area (Gazali et al., 2023).

Effective digital marketing strategies encompass market segmentation, audience targeting, and the utilization of online platforms, such as social media and websites, to foster customer engagement and expand market access. Empirical evidence underscores the positive impact of digital adoption on MSME performance. According to the Ministry of Trade (2023), approximately 33.60%—equivalent to 22 million out of 65 million MSMEs in Indonesia—have integrated into the digital ecosystem. Furthermore, findings from the Google Temasek Bain report (2022) suggest that digital transformation has the potential to boost MSME revenues by 25.00% to 30.00%, while simultaneously enhancing market competitiveness and access to broader digital channels. The readiness of MSMEs for digital transformation in Indonesia is therefore a key determinant of business competitiveness in the digital era (Anatan & Nur, 2023).

At the same time, the integration of Business Model Canvas and SWOT analysis has also been identified as an effective development strategy, particularly within the frozen food culinary industry (Basuki, 2023). Applying the Business Model Canvas framework helps identify critical elements for sustainable business development, as demonstrated in the mushroom industry in Malang (Citraresmi et al., 2021). Business Model Canvas and SWOT analysis approaches can improve marketing productivity and provide structured guidance for product development (Hairiyah & Amalia, 2021). The e-business startup model using Business Model Canvas provides a practical framework for new ventures to align resources and customer value (Hasanudin & Kristiadi, 2021). Business development strategies that integrate SWOT analysis and the Business Model Canvas can create structured pathways for MSME growth (Ramadhan & Rukmana, 2023). Likewise, the implementation of SWOT and Business Model Canvas in the coffee industry demonstrates their effectiveness in guiding small businesses toward sustainable strategies (Parstyia Saputra et al., 2023). Digital marketing analysis using SWOT and Value Proposition Canvas highlights the role of websites in strengthening brand positioning and consumer engagement (Rifai & Witriantino, 2022). Moreover, optimizing business websites with a Business Model Canvas approach can enhance online visibility and long-term business sustainability (Sayekti & Syifa, 2021).

At the macroeconomic level, MSMEs contribute approximately 61.00% to the national GDP and account for 97.00% of total employment, employing around 110 million individuals. Despite this, the overall rate of digital adoption remains suboptimal, with only 26.50% of MSMEs engaged in the digital ecosystem as of 2023 (Amali et al., 2025; Anatan & Nur, 2023). PT Panma Metal Agung Sejahtera exemplifies the dynamics of this transitional phase. Since the implementation of digital media strategies in 2020, the company has recorded a steady increase in revenue—from IDR 83 million in 2020 to IDR 103 million in 2021, and subsequently IDR 145 million in 2022. Nevertheless, the firm has yet to fully leverage digital tools and platforms for strategic optimization. To address this gap, a more structured strategic framework is required, one that incorporates both internal capabilities and external challenges. In this regard, the Business Model Canvas (BMC) and SWOT analysis offer a comprehensive foundation for mapping key value propositions, resources, customer segments, and

market positioning. To further refine the strategy selection process, the Analytic Hierarchy Process (AHP) is employed to assign objective weights to the identified strategic elements, thereby enabling evidence-based prioritization. Strategic management principles serve as the foundation for sustainable competitive advantage and long-term growth (Isnati & Fajriansyah, 2019).

Previous studies have applied BMC and SWOT to develop business strategies for MSMEs. For example, Ayutyas (2021) demonstrated that BMC implementation can alter business model components such as marketing channels and customer segments. Nuha (2023) emphasized the need for SO strategies to improve BMC elements, including value propositions and key resources. Other researchers like Ramadhan & Rukmana (2023), Basuki (2023) and Nina (2021), highlighted the importance of digital marketing teams and customer relationships. However, these studies often lack integration with AHP for objective strategy prioritization. Additionally, while digital marketing is recognized as vital, the use of digital platforms like websites remains underexplored and underutilized, as noted by Zanuvar (2020), and Hanis & Yusuf (2022). This research aims to fill these gaps by combining BMC, SWOT, and AHP, and by emphasizing the strategic role of digital platforms, especially websites, in enhancing marketing effectiveness and sales performance.

Digital platforms, particularly websites and e-commerce applications, are increasingly recognized as strategic enablers for MSMEs. Websites facilitate the presentation of detailed product information, support seamless online transactions, and enhance brand credibility through customer feedback and testimonials. Moreover, digital analytics allows firms to track consumer behavior in real-time and adjust marketing efforts dynamically. Consequently, digitalization is no longer a supplementary function but a foundational pillar for sustainable MSME development in the contemporary business environment.

In light of the intensifying market competition, adaptive marketing strategies are imperative. While PT Panma Metal Agung Sejahtera has employed traditional marketing practices, its digital presence remains underutilized. In fact, a well-developed website has the potential to significantly enhance market visibility and communication efficiency. Based on these considerations, this study addresses the following research questions: (1) How are the Business Model Canvas and SWOT analysis applied in the development of digital marketing strategies? (2) How can the AHP be used to determine the priority strategies derived from the BMC and SWOT components? and (3) How can digital platforms—particularly websites—be leveraged to increase sales performance?

Accordingly, the objectives of this study are threefold: to analyze the application of the BMC and SWOT frameworks in shaping marketing strategies at PT Panma Metal Agung Sejahtera; to identify and prioritize strategic initiatives using the AHP method; and to evaluate the role of digital platforms, with a focus on website utilization, in enhancing the company's marketing and sales outcomes. This study is expected to contribute to the existing body of knowledge by providing empirical insights into the integration of strategic planning tools with digital marketing practices. Furthermore, the findings may serve as a practical reference for MSME practitioners seeking to implement digital marketing strategies, as well as for academics and policymakers interested in promoting digital transformation within the MSME sector.

2. METHOD

Research Design, Timeframe, and Location

This study was conducted at the micro, small, and medium enterprise (MSME) PT Panma Metal Agung Sejahtera, located in Ngawonggo Village, Ceper Subdistrict, Klaten Regency, Central Java, Indonesia. The research was carried out over a period of three months, from September to November 2023. The research design employed a qualitative approach, utilizing both primary and secondary data sources. Primary data were obtained through in-depth interviews with business owners, employees, and customers, while secondary data included internal company documents, relevant academic literature, and previous empirical studies.

Sampling Technique and Informant Selection

A total of 10 informants were purposively selected for interviews, comprising one business owner, four employees, and five customers. The interview with the business owner focused on business vision, strategic direction, and operational challenges. Interviews with customers explored their experiences, satisfaction levels, and expectations, whereas those with employees investigated operational dynamics and suggestions for improvement. The interview protocol was semi-structured, allowing flexibility to adapt questions according to the role of each informant and to enable the emergence of nuanced and in-depth insights.

Data Processing and Analysis Techniques

The study employed descriptive analysis to examine the nine elements of the Business Model Canvas (BMC) applied to PT Panma Metal Agung Sejahtera. This was followed by a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to identify internal and external strategic factors. To determine strategic priorities systematically, the Analytic Hierarchy Process (AHP) method was applied. Data were collected through interviews and direct observation of the company's digital platforms (Bungin, 2021). The analysis utilized the Manual Data Analysis Procedure (MDAP), which involved several stages such as preparing notes, transcribing interviews, coding words and short phrases with color markers, and grouping them into refined thematic categories (Bungin & Irwanti, 2022). These thematic groupings were then consolidated into color-based memos that supported the interpretation process. Additionally, a content-based visual analysis was conducted, specifically examining the use of color schemes in digital marketing content to identify visual patterns that enhance the effectiveness of digital strategies within the context of Klaten, Central Java.

3. RESULTS AND DISCUSSION

3.1 RESULT

The design of the inner model in this study refers to the structural relationships among latent variables, which are constructed based on the logical flow derived from the research objectives, problem formulation, and hypotheses previously developed. The inner model for this study is illustrated in Figure 1 below.

PT Panma Metal Agung Sejahtera is a manufacturing company specializing in steel and aluminum metal casting, based in Klaten, Central Java. Established over two decades ago, the company is committed to providing high-quality products for various industrial sectors such as automotive, construction, and heavy equipment. It continues to expand its services by integrating modern technology, international production standards, and professional after-sales support. With a vision to become a leading and globally recognized metal casting manufacturer, the company also offers technical consulting services, finishing, assembly, and prototype development. Panma Metal upholds operational efficiency, environmental sustainability, and human resource development through innovation and corporate governance practices.

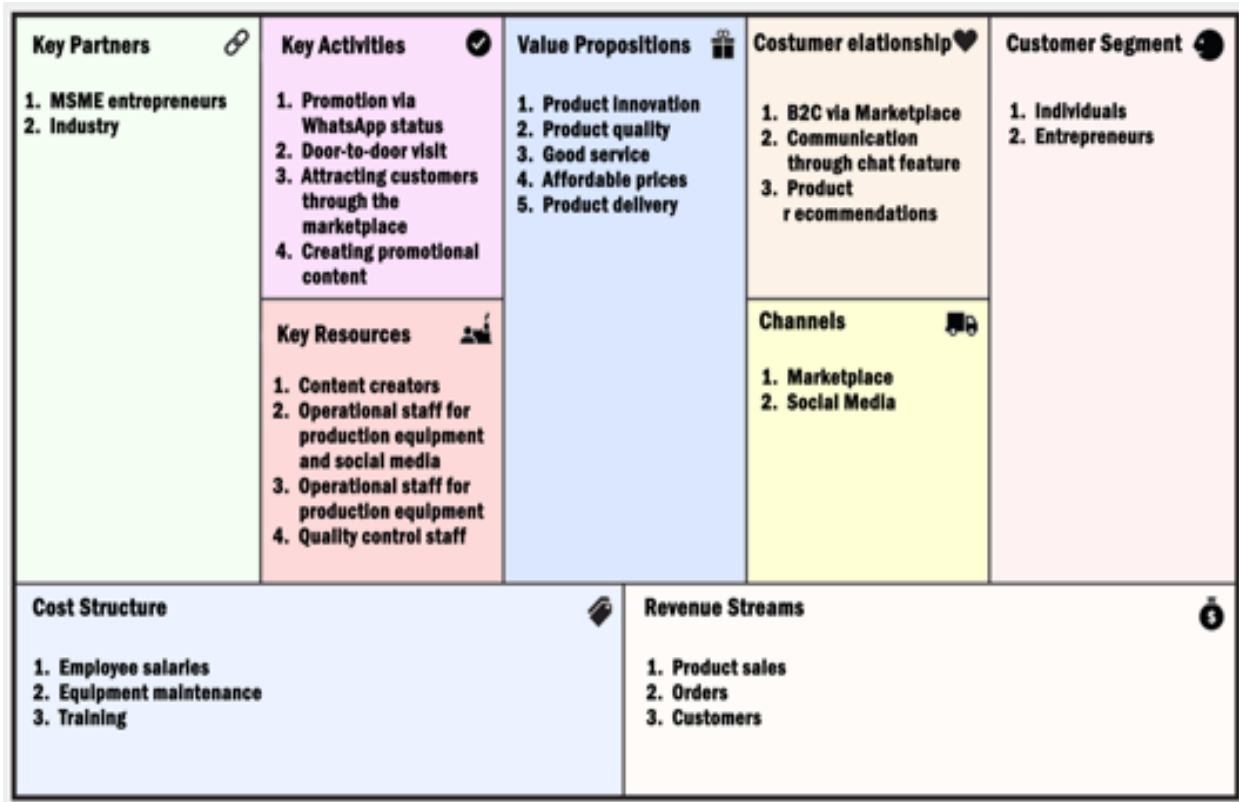


Figure 1 Business Model Canvas 1

MSME PT Panma Metal Agung Sejahtera establishes partnerships with other business actors to expand its network and improve operational efficiency. Its main activities include promotion through WhatsApp, direct visits, and content creation focused on innovation and brand awareness. The core values offered are product quality, excellent service, and affordable pricing. Customer relationships are built through a B2C approach involving marketplaces, chat features, and product recommendations tailored to consumer needs.

The target market includes individuals and business owners, supported by skilled labor and a quality control team. Distribution is carried out through online marketplaces and social media platforms. The cost structure consists of employee salaries, equipment maintenance, and training programs, while revenue is generated from product sales.

SWOT analysis was conducted through color-coding of transcript data to identify themes and relationships among data elements. The results served as the basis for formulating SO, WO, ST, and WT strategies aimed at improving overall business performance.

Internal External	Strengths	Weaknesses
Opportunities	SO Strategies: - Website - Marketplace - Product - Promotion - Services - Customers - Social Media - Marketing - Portofolio - Individual - MSME Actors - Industry - Open Competition - Demographics - Sales - B2C - Budget	WO Strategies: - Website - Marketplace - Product - Individuals - MSME Actors - Industry - Open Competition - Demographics - Sales - B2C - Budget
Threats	ST Strategies: - Website - Marketplace - Product - Promotion - Services - Customers - Social Media - Marketing - Portofolio - E-Commerce - Product Quality - Digital - Internal Company - Innovation	WT Strategies: - Website - Marketplace - Product - Promotion - Services - Customers - Social Media - Marketing - Portofolio - E-Commerce - Individuals - MSME Actors - Industry - Open Competition - Demographics - Sales - B2C - Budget

Figure 2 SWOT Matrix of All Informants

The development of the SWOT matrix was carried out systematically, beginning with the identification of internal and external factors, which were then used as the foundation for formulating strategies aimed at strengthening the position of PT Panma Metal Agung Sejahtera in the digital era and enhancing its competitiveness in a highly competitive market.

As a continuation of the SWOT-based strategies, a second Business Model Canvas was developed to reflect the evaluation results and adjustments to the business model based on the SWOT findings. This revised model was designed to be more responsive to the demands of the digital market and more adaptive to the internal conditions of PT Panma Metal Agung Sejahtera.

The identification of strengths, such as the use of e-commerce and social media, along with external opportunities like digitalization trends and government support, resulted in SO strategies. Weaknesses, such as individual dependency and limited digital training, were addressed through WO strategies, including training programs and partnerships. Threats, such as digital competition and logistical fluctuations, were countered with ST strategies focusing on quality and innovation, while WT strategies emphasized human resource development and digital literacy. These four strategic groups were then consolidated into a comprehensive strategy to enhance the long-term competitiveness of MSMEs in the digital era.

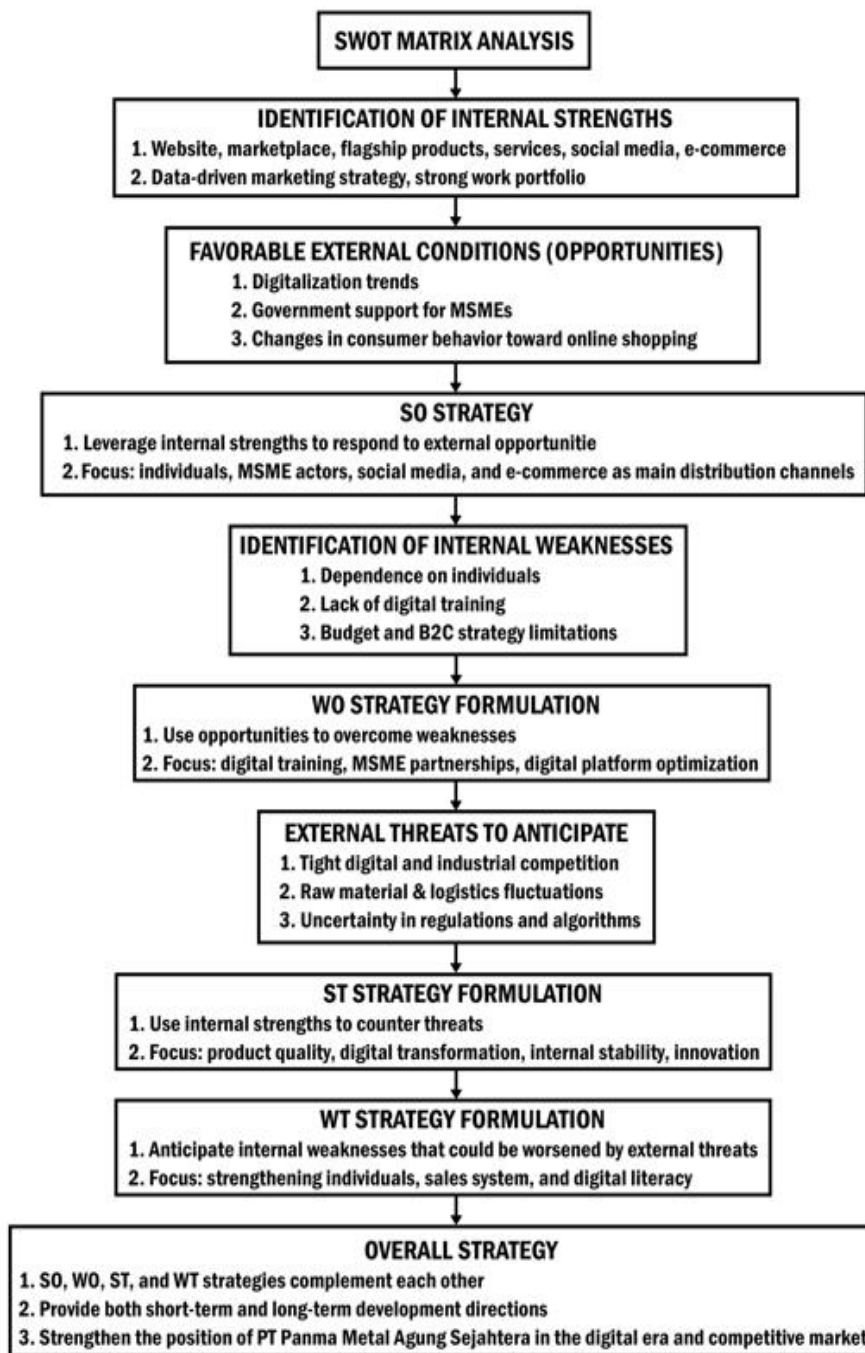


Figure 3 Flow of SWOT Matrix Preparation

The process of developing the SWOT matrix is carried out systematically, starting with the identification of internal and external factors, which then serve as the foundation for formulating strategies. These strategies aim to strengthen the position of PT Panma Metal Agung Sejahtera in the digital era and enhance its competitiveness in an increasingly competitive market.

This comprehensive analysis served as the foundation for formulating appropriate strategies, including SO strategies (leveraging strengths to capitalize on opportunities), WO strategies (addressing weaknesses by utilizing opportunities), ST strategies (using strengths to confront threats), and WT strategies (minimizing weaknesses and avoiding threats).

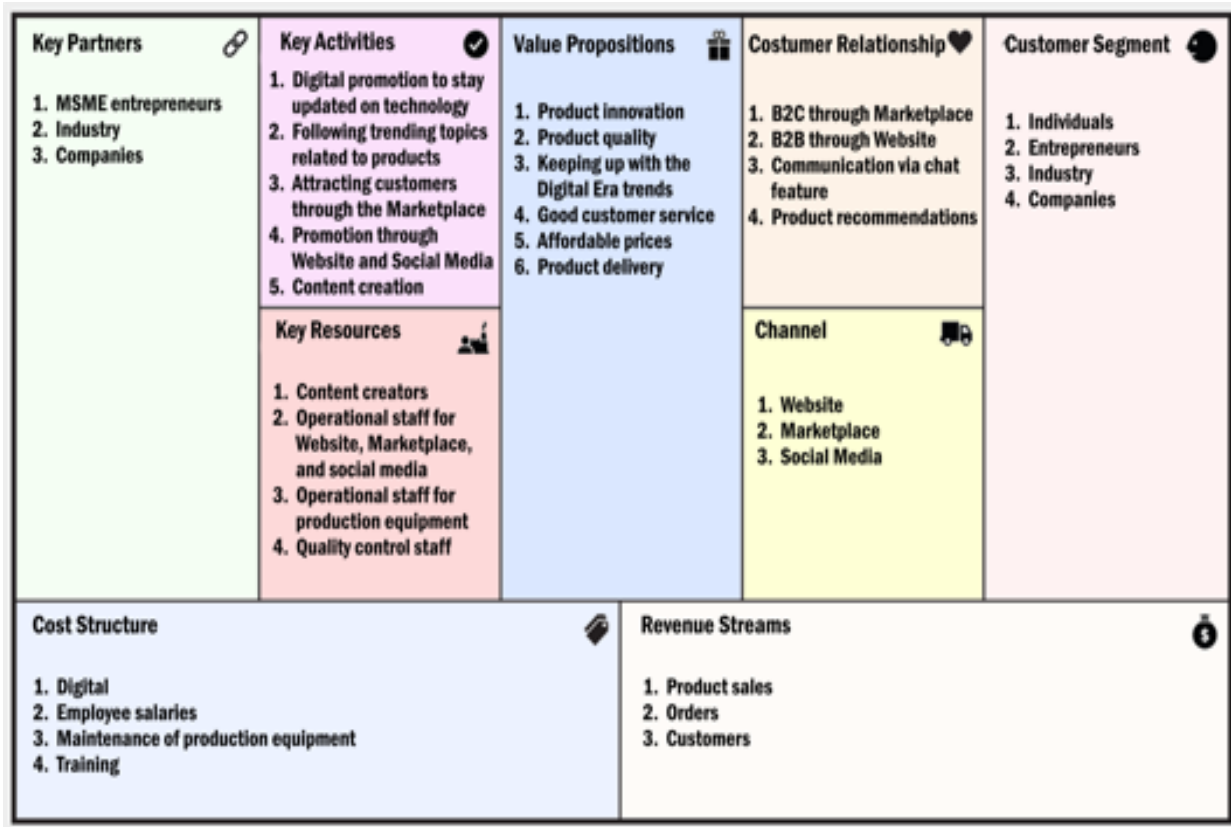


Figure 4 Business Model Canvas 2

MSME PT Panma Metal Agung Sejahtera has established strategic partnerships with fellow MSMEs, industrial players, and larger companies to enhance collaboration and expand market reach. The enterprise's core activities are centered on digital promotion, aligned with evolving product and technology trends in the digital era to attract and retain consumers. Its primary value propositions include innovative, high-quality products offered at competitive prices. Customer relationship strategies are implemented through a dual approach: business-to-consumer (B2C) interactions facilitated via online marketplaces and business-to-business (B2B) transactions supported through the company website. These are complemented by features such as real-time chat, tailored product recommendations, and expedited delivery services. The enterprise serves a diverse customer base, including individual consumers, business operators, and corporate clients. Human resources are composed of content creators, operational personnel, and quality control teams, while distribution and promotional channels focus on the website, online marketplaces, and social media. The cost structure encompasses wages, equipment maintenance, and staff training, whereas revenue is generated through direct product sales and custom orders—reflecting the effectiveness of the firm's marketing strategies.

The Business Model Canvas (BMC) analysis reveals a shift from a conventional to a more adaptive, customer-centric digital model. Nearly all elements of the BMC have undergone revision to better respond to market dynamics and customer expectations. The revised model—referred to as BMC 2—places emphasis on strengthening core business activities, enhancing human capital, and leveraging digital channels to deliver improved customer experiences and foster continuous innovation. As a strategic framework, BMC 2 serves as a more relevant and resilient foundation in navigating the digital economy. To objectively and systematically prioritize strategic execution, the Analytic Hierarchy Process (AHP) was employed. The AHP outcomes provide a critical basis for translating strategic designs into actionable and effective implementation plans, ensuring that strategic decisions are data-driven and aligned with long-term business objectives.

Overall, BMC 2 demonstrates a shift from a conventional business model toward a more adaptive, integrated, and consumer-centric digital-based model. This transformation reflects the necessity for

business actors to align with the era of digital transformation and the increasingly complex behavior of consumers. The enhancement of key activities, strengthening of resources, and exploration of digital channels indicate that this business model is not solely focused on transactions but also emphasizes consumer experience, relationship sustainability, and product innovation. Thus, BMC 2 provides a stronger and more relevant foundation for addressing the challenges and opportunities in today's modern market

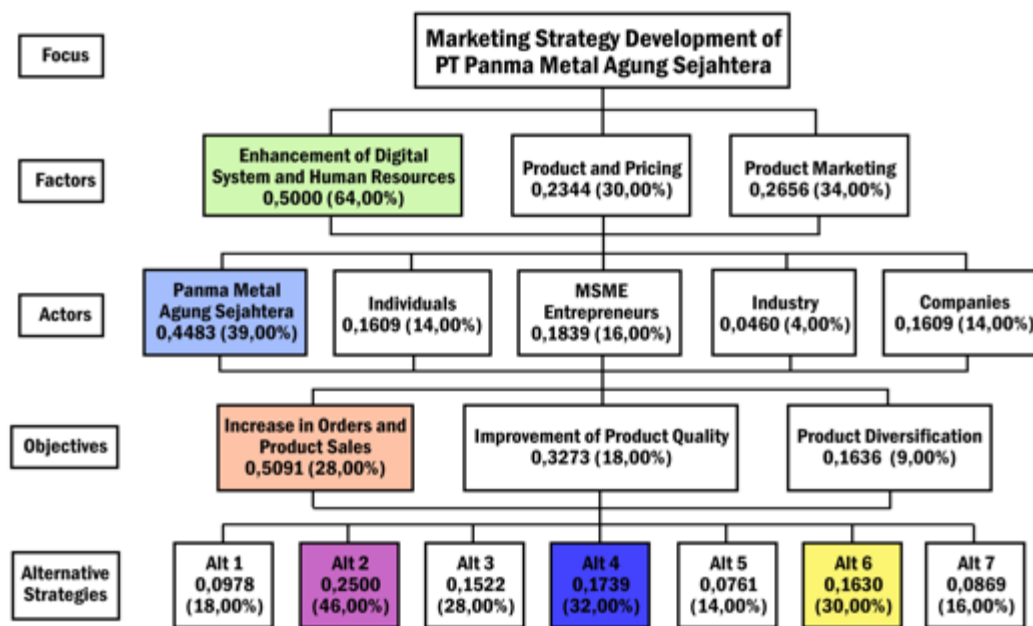


Figure 5 Analytic Hierarchy Process

3.2 DISCUSSION

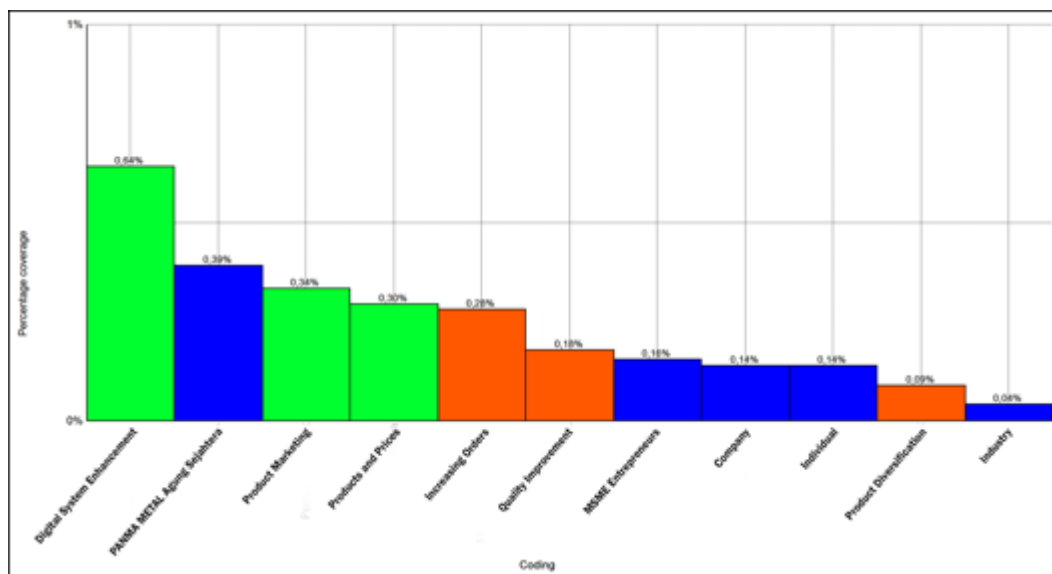


Figure 6 Analytical Hierarchy Process Percentage Diagram 1

The development of PT Panma Metal Agung Sejahtera's marketing strategy, as illustrated in the diagram above, shows that the most dominant factor is the enhancement of digital systems and human resources, with a coverage percentage of 64.00% (AHP weight 0.5000). This becomes the

primary foundation for the company's strategic development in responding to the era of digitalization. This factor highlights that internal aspects related to technology and human resource capabilities are the highest priority in supporting marketing effectiveness. Following this, Product Marketing (34.00%, AHP weight 0.2656) and Product and Pricing (30.00%, AHP weight 0.2344) indicate that promotion and competitive product offerings remain a major concern for the company.

The internal actor, PT Panma Metal Agung Sejahtera, holds the highest position with 39.00% (AHP weight 0.4483), demonstrating that the company positions itself as the key player in initiating marketing strategies. External actors, such as MSME business players (16.00%, AHP weight 0.1839), companies (14.00%, AHP weight 0.1609), individuals (14.00%, AHP weight 0.1609), and industries (4.00%, AHP weight 0.0460), have lower weights but remain significant as distribution partners, target markets, and collaborators in the implementation of marketing strategies.

From the perspective of objectives, Increasing Product Orders and Sales holds the largest coverage at 28.00% (AHP weight 0.5091), making it the main goal to be achieved from the overall strategy. This is followed by Improving Product Quality with a coverage of 18.00% (AHP weight 0.3273) and Product Diversification at 9.00% (AHP weight 0.1636), reflecting a focus on sustainable growth not only in terms of sales volume but also in terms of added value and product diversity.

Based on these results, PT Panma Metal Agung Sejahtera's marketing strategy heavily relies on strengthening internal systems and digital transformation, engaging the company's internal actors as the primary drivers, and aiming to achieve growth in both sales and product quality. The combination of these three elements forms the main framework for formulating a development direction that is long-term oriented and competitive in the digital era.

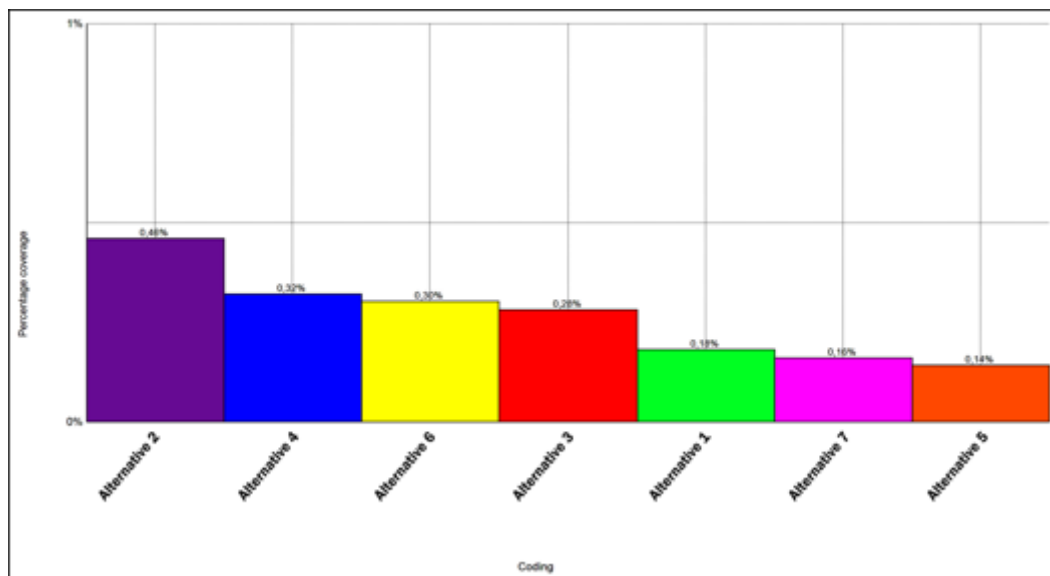


Figure 7 Analytical Hierarchy Process Percentage Diagram 2

The figure above illustrates a diagram showing the contribution of each alternative strategy in the marketing development of PT Panma Metal Agung Sejahtera based on the results of the AHP analysis. Each bar represents the extent of attention or preference given to each strategy, derived from the coded data of interviews.

Alternative 2, namely the development and management of a website integrated with a marketplace, emerges as the most dominant strategy with a contribution percentage of 46.00% (AHP weight 0.2500). This indicates that digital integration is considered the main priority in enhancing marketing effectiveness and expanding consumer reach.

Alternative 4, involving social media promotion as a communication and marketing channel, occupies the second position with 32.00% (AHP weight 0.1739). This strategy emphasizes the importance of utilizing social media in building brand image and enabling direct interaction with

customers. Following this, Alternative 6, which focuses on improving customer service, scored 30.00% (AHP weight 0.1630), signifying the importance of excellent service in retaining and attracting customers.

Meanwhile, Alternative 3 on human resource training related to digitalization achieved 28.00% (AHP weight 0.1630), while Alternative 1, forming partnerships with raw material industries and companies utilizing Panma Metal products, obtained 18.00% (AHP weight 0.0978). Additionally, Alternative 7, quality control of processes and production outcomes, scored 16.00% (AHP weight 0.0869). These results suggest that employee expertise, collaborative approaches, and production supervision remain necessary but are not the top priorities.

On the other hand, Alternative 5, product innovation, received 14.00% (AHP weight 0.0761), indicating that quality and innovation are still considered but serve more as complementary elements to the core strategies focusing on digitalization and customer service.

The direction of PT Panma Metal Agung Sejahtera's marketing strategy development is heavily influenced by digital and interactive communication aspects. The management of a website integrated with a marketplace, along with the use of social media, constitutes the two most prioritized strategies. This reflects the critical role of digital transformation as the primary foundation for expanding market reach, improving transaction efficiency, and strengthening brand presence online.

Furthermore, enhancing customer service holds an important position, reaffirming that customer satisfaction remains the company's main orientation in building long-term loyalty. At the same time, human resource training serves as a supporting strategy to ensure internal readiness in facing technological changes and evolving market patterns.

In facing an increasingly competitive market, PT Panma Metal Agung Sejahtera needs to formulate strategies oriented toward enhancing competitiveness and business performance. The proposed strategic alternatives are the result of data processing from various internal and external elements of the company, serving as the foundation for determining the most relevant priority actions. The main focus lies in the synergy between digitalization, internal strengthening, and business network expansion, so that marketing performance can improve significantly and sustainably.

The first alternative is establishing partnerships with raw material industries and companies that use Panma Metal products, aiming to ensure supply availability, cost efficiency, and distribution network expansion. Such collaboration not only strengthens the supply chain but also creates opportunities for long-term contracts with industries that consistently require metal products.

The second alternative is the development and management of a website integrated with marketplaces, which functions as both a promotional medium and a digital transaction channel. This step can increase brand visibility, broaden market reach, and provide convenience for consumers in accessing product information and making purchases.

The third alternative is human resource training related to digitalization. By improving employee competencies in using digital technology, the company can become more adaptive to the development of Industry 4.0 and manage data-driven marketing strategies more effectively.

The fourth alternative is social media promotion, which serves as both an information channel and an interactive medium to introduce Panma Metal products. Active engagement on social media can enhance brand awareness, build corporate image, and bring the company closer to potential customers.

The fifth alternative is product innovation, which is necessary to meet the increasingly diverse and dynamic needs of consumers. Innovation can be achieved through product design, quality, or differentiation, thereby providing added value compared to competitors.

The sixth alternative is improving customer service, including fast responses to customer needs, after-sales services, and effective communication. Quality service will foster satisfaction, loyalty, and the potential for repeat purchases from consumers.

The seventh alternative is quality control of production processes and outputs. Consistent quality assurance will maintain product standards, reduce the risk of complaints, and strengthen consumer trust in the Panma Metal brand.

By considering these seven alternatives, PT Panma Metal Agung Sejahtera has a strong strategic foundation to enhance its competitiveness in the market. Furthermore, strategic priorities can be determined through deeper analytical approaches, such as the Analytic Hierarchy Process (AHP), to ensure the most appropriate choices in supporting the company's long-term growth objectives

The integration of SWOT analysis, Business Model Canvas 2, and strategy ranking through the AHP method provides important managerial implications for the management and development of PT Panma Metal Agung Sejahtera in the future.

Management needs to immediately capitalize on its internal strengths, such as the existence of a company website, product quality, and digital marketing, to strengthen competitiveness and expand market reach both locally and globally. The reinforcement of digitalization in operations and marketing should be the first step that cannot be postponed, considering the growing trend of market transition toward online platforms.

Internal weaknesses such as dependency on certain individuals, limited digital training for business actors, and the lack of focus on B2C strategies must be addressed systematically. Management should design training programs and human resource capacity development while implementing a more collective and decentralized organizational system to minimize the risks associated with personalized management.

External opportunities, such as government support for digital transformation of SMEs, shifting consumer behavior, and the rise of e-commerce, must be responded to with concrete actions. These include collaboration with digital platforms, launching trend-based products, and optimizing digital distribution. In this regard, the company's ability to adapt to technological trends and its speed in innovation will determine medium- and long-term success.

From the threat perspective, management needs to prepare mitigation strategies against external risks such as open competition, price fluctuations, and regulatory changes. This can be achieved by improving supply chain efficiency, conducting regular market surveillance, and strengthening product uniqueness through continuous innovation. Defensive strategies built upon product excellence and digital innovation will be key to maintaining the company's competitive position.

The results of strategy ranking through AHP provide priority guidelines for implementation that can support management in making strategic decisions. Strategies with the highest weights should become the primary focus for short-term implementation, while medium- to lower-ranked strategies may be scheduled for medium- to long-term phases. In this way, PT Panma Metal Agung Sejahtera not only has a clear strategic direction but also a structured and realistic implementation roadmap.

The internal strengths possessed by PT Panma Metal Agung Sejahtera, such as the existence of a website, product quality, and digital marketing, serve as important assets to strengthen competitiveness in the midst of market rivalry. This is in line with the classification of MSMEs in Law No. 20 of 2008 jo. Law No. 11 of 2020 and Government Regulation No. 7 of 2021, which emphasize the importance of managing assets and turnover so that small businesses can grow. In the context of marketing strategy, Tjiptono (2019) and Kotler & Armstrong (2018) highlight that the use of digital technology is key to creating customer value and maintaining profitable relationships. Research by Tokarski et al. (2017) supports this finding by stating that the Business Model Canvas (BMC) is effective in helping SMEs optimize their internal potential, particularly through the digitalization of marketing channels.

On the other hand, internal weaknesses such as dependence on certain individuals, limited digital training, and the lack of focus on B2C strategies indicate the need for managerial improvement. Based on SWOT analysis, these conditions fall into the category of weaknesses that must be addressed with WO (Weakness–Opportunities) strategies, namely reducing weaknesses by leveraging external

opportunities (Benzaghta et al., 2021). This is also relevant to Assauri (2014) view, which emphasizes the importance of integrated, customer-oriented marketing strategies. Wu (2020) further argues that internal weaknesses can be overcome through organizational decentralization and capacity building so that SMEs become more adaptive to market dynamics. Thus, strengthening managerial capacity and implementing digital training are strategic steps that cannot be avoided.

Moreover, external opportunities such as government support for Go Digital MSMEs, changes in consumer behavior, and the growth of e-commerce provide space for PT Panma Metal to pursue digital expansion. The theory of digitalization as explained by Roger in Fatah (2008) and Muntaqo & Al Halim (2017) emphasizes that technology serves as a tool to reduce uncertainty while driving business efficiency. From a marketing perspective, these opportunities can be optimized through the integration of digital channels that support sales growth, as noted by Sumiyati & Yatimatun Nafi'ah (2021). Osterwalder & Pigneur (2010) also highlight that digital channels are capable of expanding customer segments and strengthening value propositions. With rapid adaptation, PT Panma Metal has the opportunity to expand market reach and strengthen its positioning in the digital landscape.

Nevertheless, external threats such as open competition, price fluctuations, and regulatory changes cannot be overlooked. According to SWOT theory, these conditions can be anticipated through ST (Strength–Threats) strategies, namely relying on product advantages and digital innovation to withstand threats (Rozmi, 2018). Kopp (2020) also explains that sustainable business models must be able to adapt to regulatory changes and market dynamics in order to remain relevant. Similarly, Wu (2020) found that SMEs that are more responsive to regulatory dynamics are more likely to survive in competitive markets. By strengthening product uniqueness through continuous innovation, PT Panma Metal can build resilience while maintaining its competitive position in the long term.

Finally, the use of the Analytic Hierarchy Process (AHP) in this study serves as a crucial instrument to determine the most relevant strategic priorities. As explained by Saaty (2004) and further elaborated by Noor et al. (2017) as well as Munthafa & Mubarok (2017), AHP helps break down complex problems into a structured hierarchy, thereby simplifying decision-making. With the results of strategic ranking, PT Panma Metal's management has a clear guideline for implementation, both in the short and long term. Research by Munthafa & Mubarok (2017) also demonstrates that AHP is effective in providing realistic strategic directions, especially under conditions of limited quantitative data. Thus, the integration of BMC, SWOT, and AHP in this analysis provides a strong foundation for PT Panma Metal to enhance competitiveness through digitalization and more measurable marketing strategies.

4. CONCLUSION

This study is limited to a single business unit, PT Panma Metal Agung Sejahtera, which restricts the generalizability of the findings and proposed strategies to other enterprises with different characteristics. Consequently, external strategic aspects such as global market expansion and government macroeconomic policies are not examined in depth. Additionally, the data obtained through interviews are inherently subjective, relying on individual perceptions that may be influenced by personal experiences and contextual factors at the time of the interview. This subjectivity presents a potential for informational bias, particularly if the informants do not possess a comprehensive understanding of the company's overall business strategy.

The implementation of the Business Model Canvas has enabled the company to systematically map out the nine core elements of its business. Through SWOT analysis, PT Panma Metal Agung Sejahtera was able to identify internal strengths and weaknesses as well as external opportunities and threats more precisely. The synergy between these elements provided a solid foundation for formulating marketing strategies aligned with the company's current conditions and market dynamics. The use of the Analytic Hierarchy Process (AHP) further facilitated the prioritization of strategies based on their urgency and impact on sales performance. An evaluation of digital platforms—including social media, websites, and marketplaces—was also conducted to assess their effectiveness in supporting marketing activities.

Based on the analysis, the integration of the Business Model Canvas, SWOT analysis, AHP method, and digital marketing strategies has proven to be a mutually reinforcing strategic approach. The enhancement of digital systems and human resource development emerged as primary priorities, followed by product promotion and adjustments to price and quality. The evaluation of digital platforms demonstrated their positive contribution in expanding market reach, increasing customer engagement, and accelerating order processes. Overall, this integrated strategy has the potential to sustainably improve the marketing effectiveness and sales performance of PT Panma Metal Agung Sejahtera in the era of digital transformation.

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