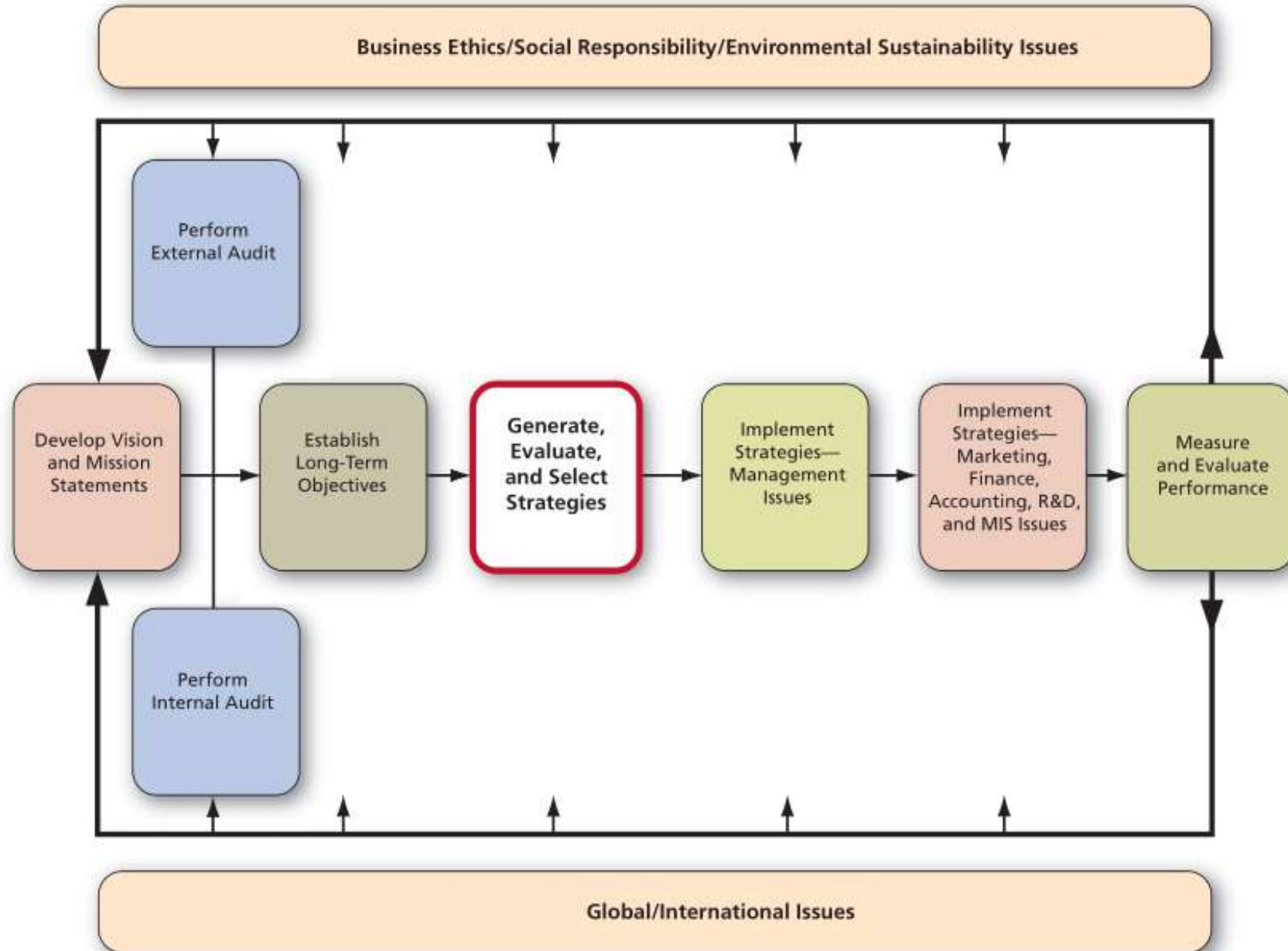


5

Strategy Generation and Selection



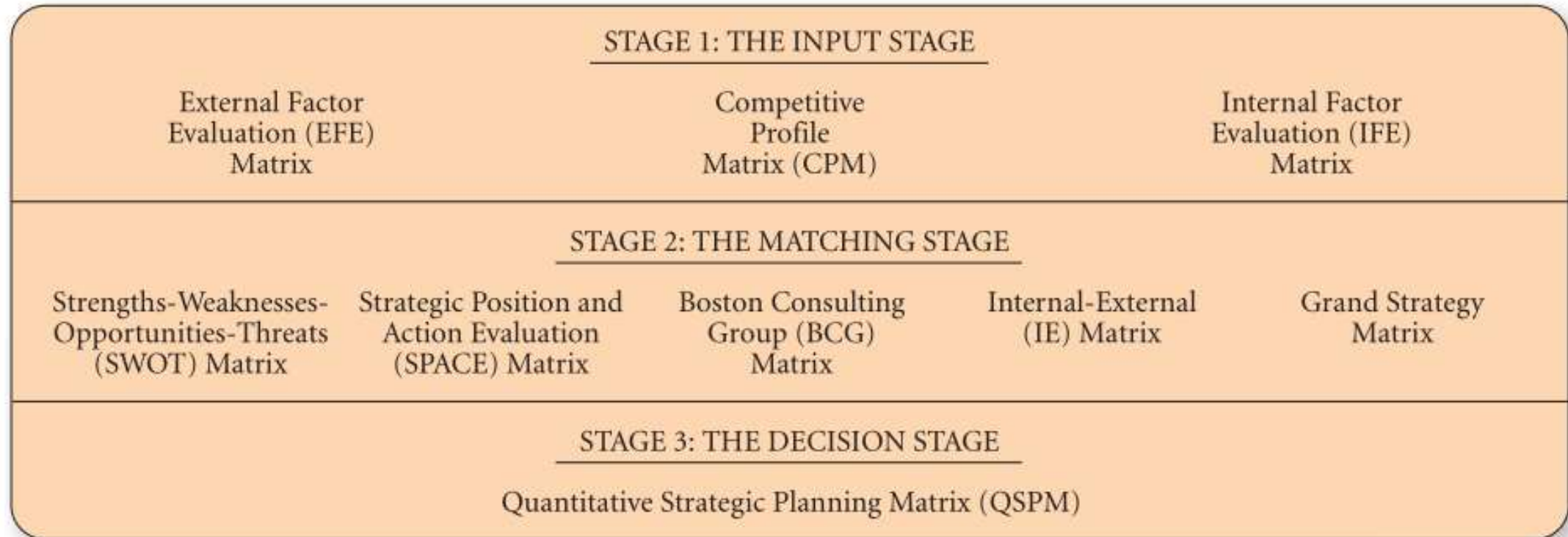
A Comprehensive Strategic-Management Model

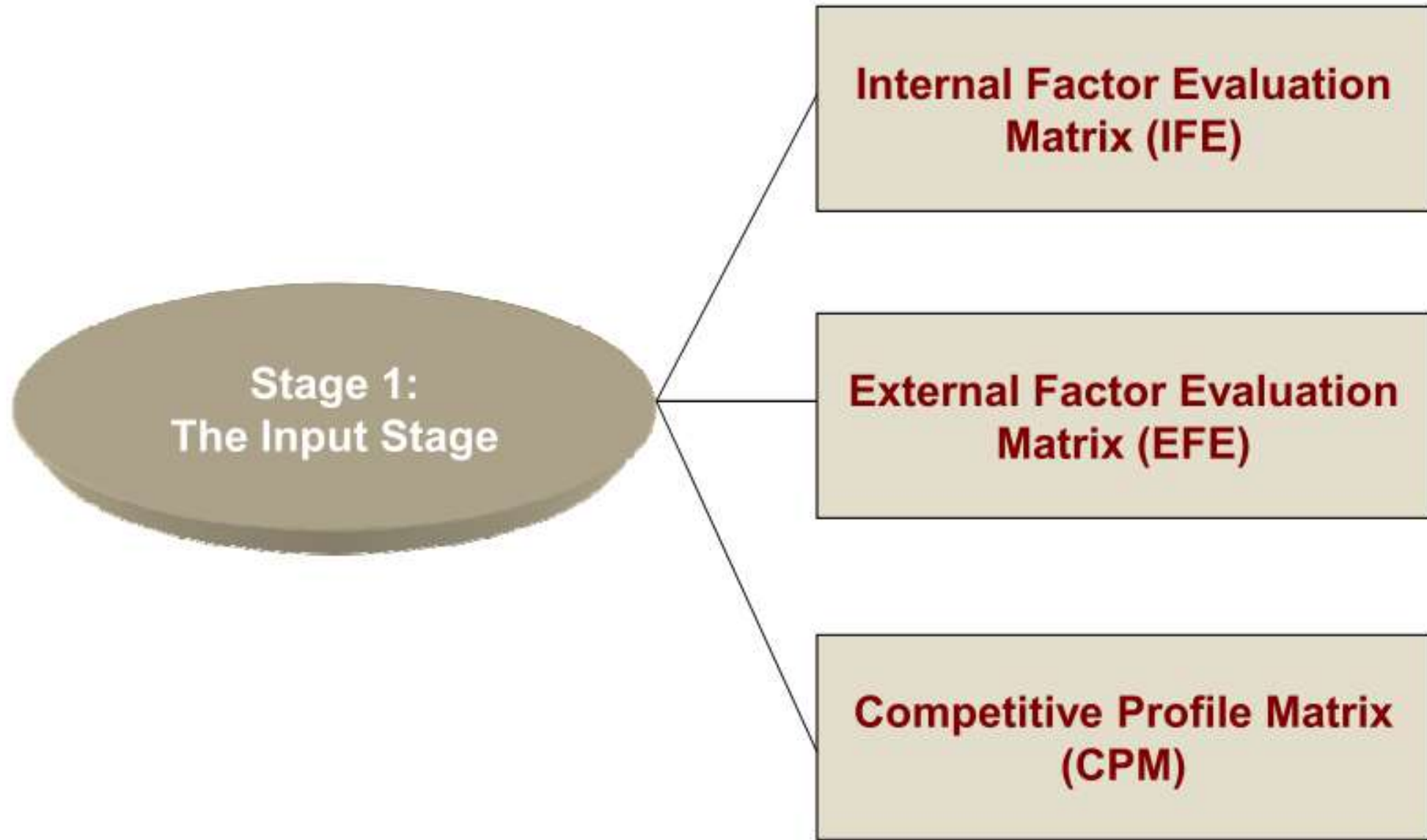


Tujuan Kuliah

- Describe a three-stage framework for choosing among alternative strategies.
- Explain how to develop a
 1. Strengths-Weaknesses-Opportunities-Threats (**SWOT**) Matrix
 2. Strategic Position and Action Evaluation (**SPACE**) Matrix
 3. Boston Consulting Group (**BCG**) Matrix
 4. Internal-External (**IE**) Matrix
 5. Grand Strategy Matrix
 6. Quantitative Strategic Planning Matrix (**QSPM**)

The Strategy-Formulation Analytical Framework



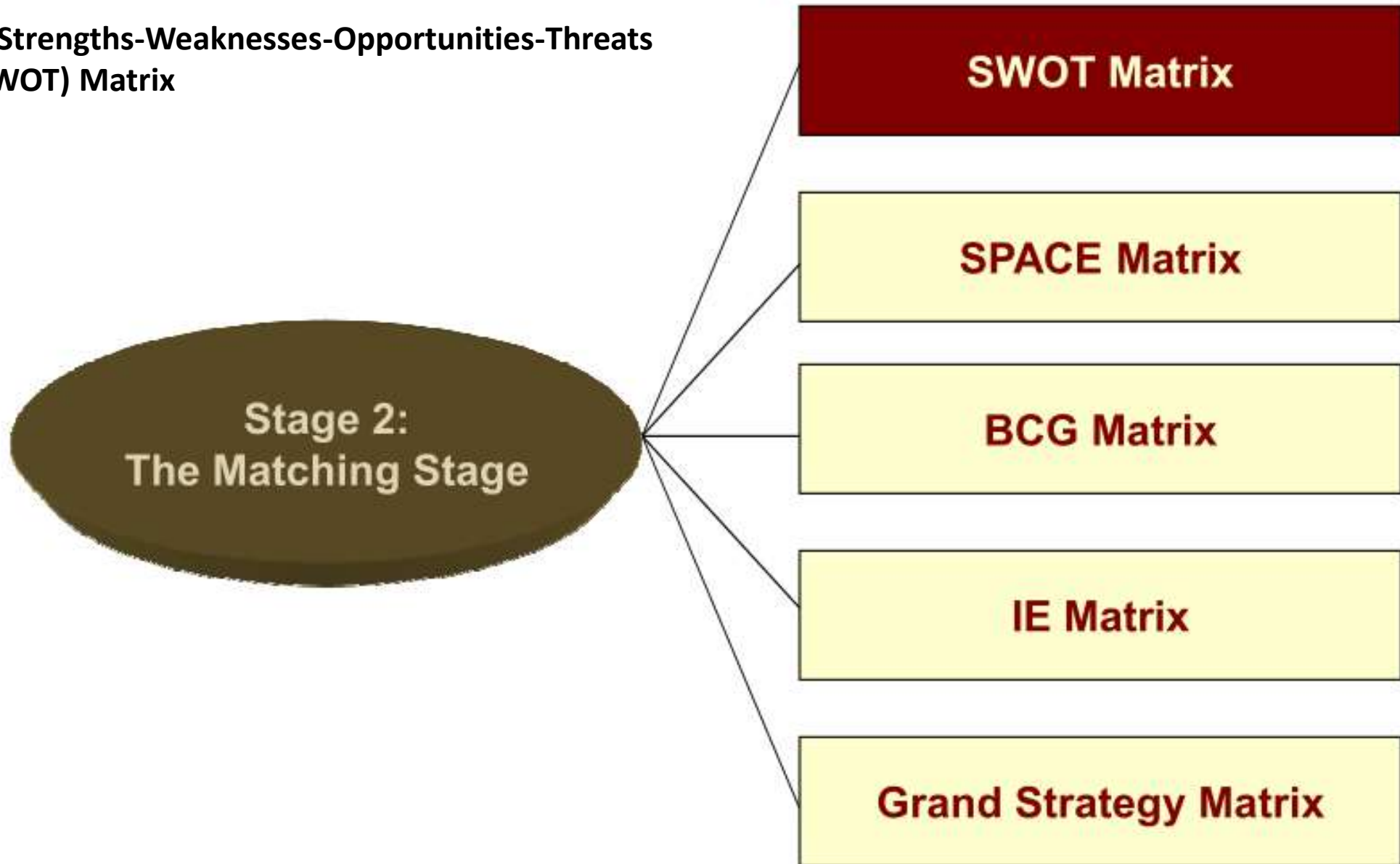


Stage 2

The Matching Stage

- **Strategy:** The match an organization makes between its internal resources and skills and the opportunities and risks created by its external factors.
- **5 techniques**
 1. SWOT Matrix
 2. SPACE Matrix
 3. BCG Matrix
 4. IE Matrix
 5. Grand Strategy Matrix.
- These tools rely on information derived from the **input stage**
- Matching external and internal is the **key** to effectively generating feasible alternative strategies.

1. Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix



Matching Key External and Internal Factors to Formulate Alternative Strategies

Matching Key External and Internal Factors to Formulate Alternative Strategies

Key Internal Factor	Key External Factor	Resultant Strategy
Excess working capital (an internal strength)	+ 20 percent annual growth in the cell phone industry (an external opportunity)	= Acquire Cellfone, Inc.
Insufficient capacity (an internal weakness)	+ Exit of two major foreign competitors from the industry (an external opportunity)	= Pursue horizontal integration by buying competitors' facilities
Strong R&D expertise (an internal strength)	+ Decreasing numbers of younger adults (an external threat)	= Develop new products for older adults
Poor employee morale (an internal weakness)	+ Rising health care costs (an external threat)	= Develop a new wellness program

SWOT MATRIX

Four Types of Strategies

- Strengths-Opportunities (SO)
- Weaknesses-Opportunities (WO)
- Strengths-Threats (ST)
- Weaknesses-Threats (WT)

SWOT MATRIX

	Strengths – S <i>List Strengths</i>	Weaknesses – W <i>List Weaknesses</i>
Opportunities – O <i>List Opportunities</i>	SO Strategies <i>Use strengths to take advantage of opportunities</i>	WO Strategies <i>Overcoming weaknesses by taking advantage of opportunities</i>
Threats – T <i>List Threats</i>	ST Strategies <i>Use strengths to avoid threats</i>	WT Strategies <i>Minimize weaknesses and avoid threats</i>

SWOT MATRIX

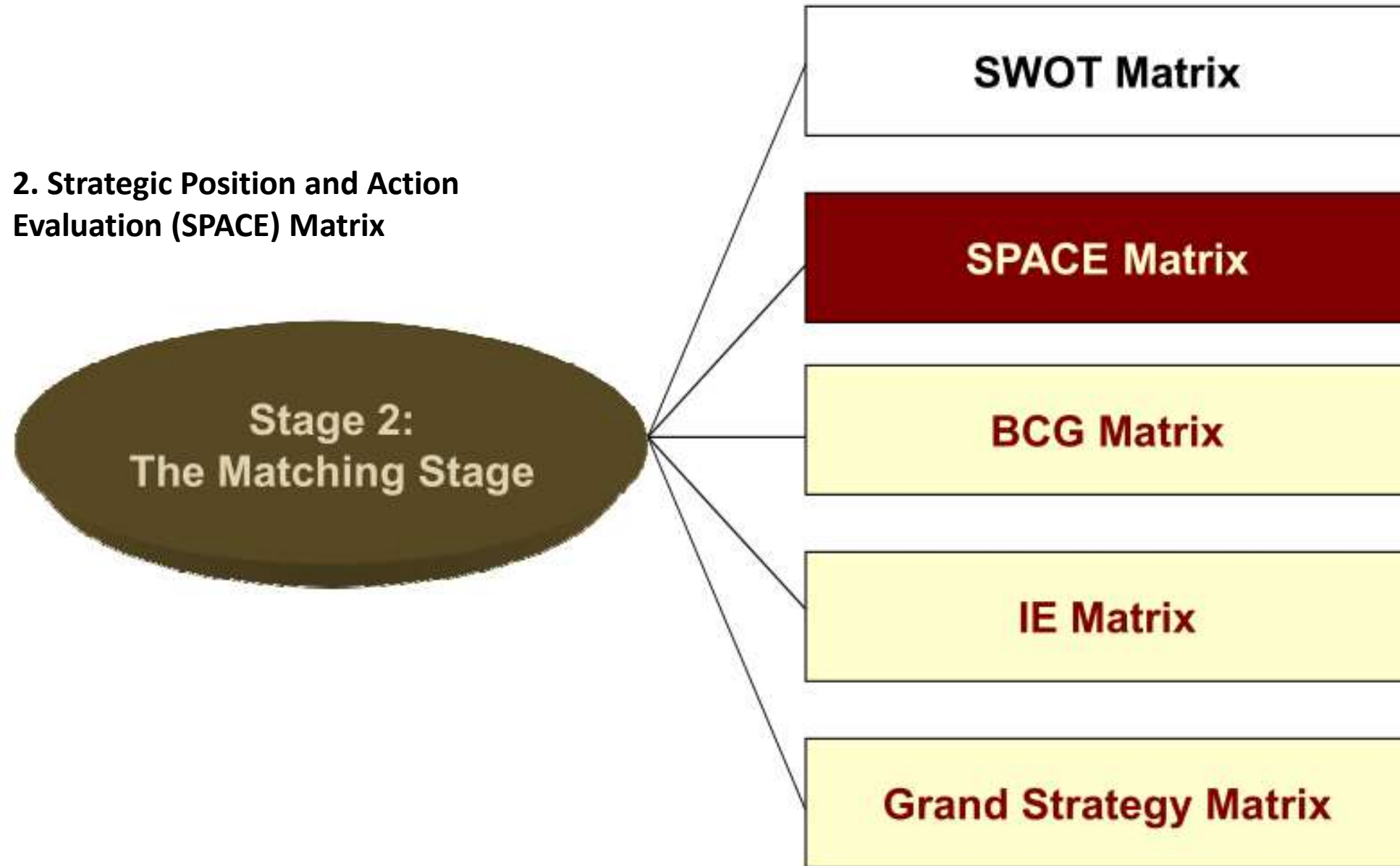
	Strengths – S <i>List Strengths</i>	Weaknesses – W <i>List Weaknesses</i>
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Threats – T <i>List Threats</i>	ST Strategies <i>Use strengths to avoid threats</i>	WT Strategies <i>Minimize weaknesses and avoid threats</i>

	Strengths	Weaknesses
	<ul style="list-style-type: none"> (1) Inventory turnover up 5.8–6.7 (2) Average customer purchase up \$97–\$128 (3) Employee morale is excellent (4) In-store promotions = 20% increase in sales (5) Newspaper advertising expenditures down 10% (6) Revenues from repair and service in store up 16% (7) In-store technical support persons have MIS degrees (8) Store's debt-to-total-assets ratio down 34% 	<ul style="list-style-type: none"> (1) Software revenues in store down 12% (2) Location of store hurt by new Hwy 34 (3) Carpet and paint in store in disrepair (4) Bathroom in store needs refurbishing (5) Total store revenues down 8% (6) Store has no website (7) Supplier on-time-delivery up to 2.4 days (8) Customer checkout process too slow (9) Revenues per employee up 19%
Opportunities	SO strategies	WO strategies
<ul style="list-style-type: none"> (1) Population of city growing 10% (2) Rival computer store opening one mile away (3) Vehicle traffic passing store up 12% (4) Vendors average six new products a year (5) Senior citizen use of computers up 8% (6) Small business growth in area up 10% (7) Desire for websites up 18% by realtors (8) Desire for websites up 12% by small firms 	<ul style="list-style-type: none"> (1) Add four new in-store promotions monthly (S4, O3) (2) Add two new repair and service persons (S6, O5) (3) Send flyer to all seniors over age 55 (S5, O5) 	<ul style="list-style-type: none"> (1) Purchase land to build new store (W2, O2) (2) Install new carpet, paint, and bath (W3, W4, O1) (3) Up website services by 50% (W6, O7, O8) (4) Launch mailout to all realtors in city (W5, O7)
Threats	ST strategies	WT strategies
<ul style="list-style-type: none"> (1) Best buy opening new store in 1 year nearby (2) Local university offers computer repair (3) New bypass Hwy 34 in 1 year will divert traffic (4) New mall being built nearby (5) Gas prices up 14% (6) Vendors raising prices 8% 	<ul style="list-style-type: none"> (1) Hire two more repair persons and market these new services (S6, S7, T1) (2) Purchase land to build new store (S8, T3) (3) Raise out-of-store service calls from \$60 to \$80 (S6, T5) 	<ul style="list-style-type: none"> (1) Hire two new cashiers (W8, T1, T4) (2) Install new carpet, paint, and bath (W3, W4, T1)

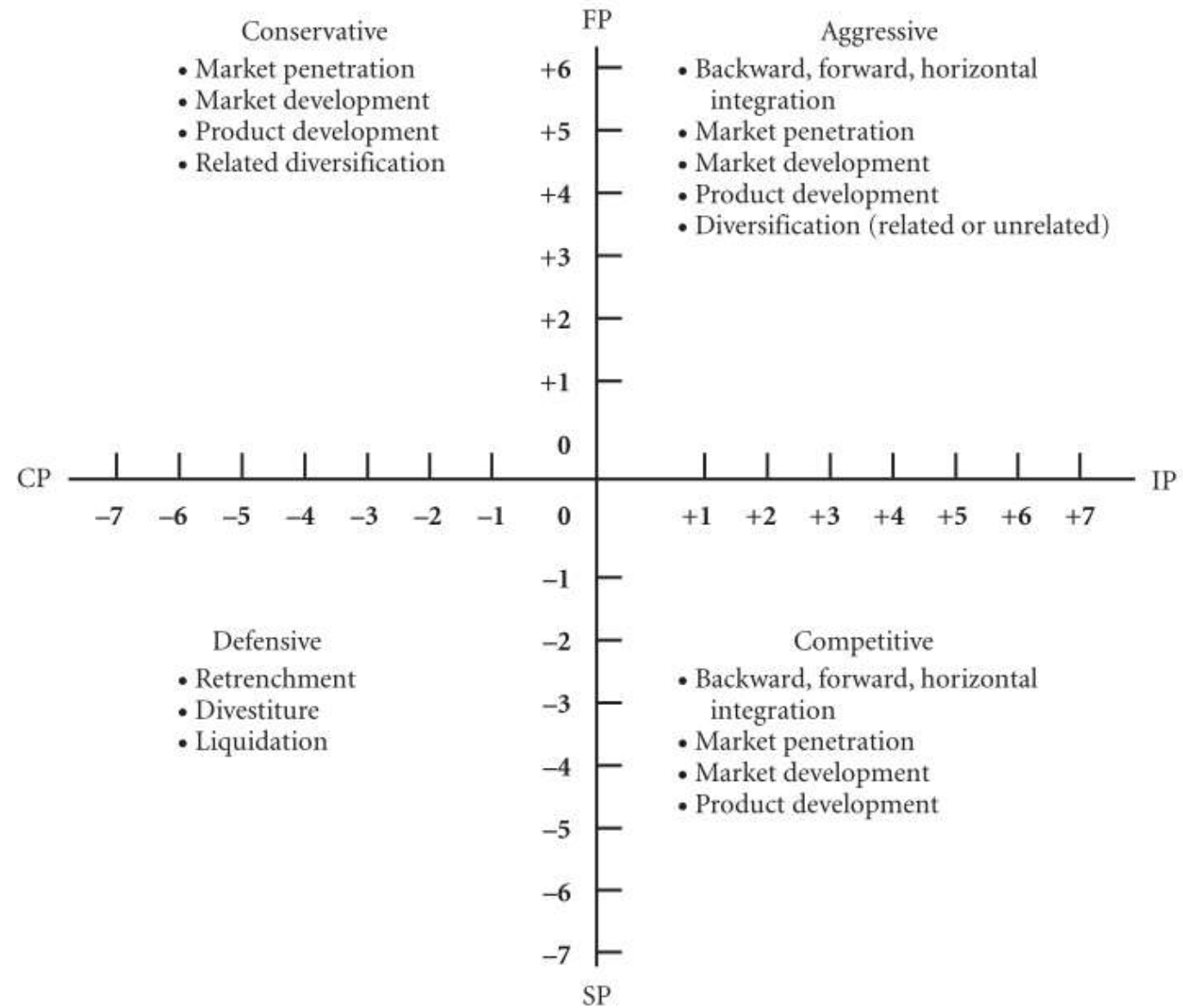
Limitations with SWOT Matrix

- ❑ Does not show how to achieve a competitive advantage
- ❑ Provides a static assessment in time
- ❑ May lead the firm to overemphasize a single internal or external factor in formulating strategies

2. Strategic Position and Action Evaluation (SPACE) Matrix



The SPACE Matrix



SPACE Factors

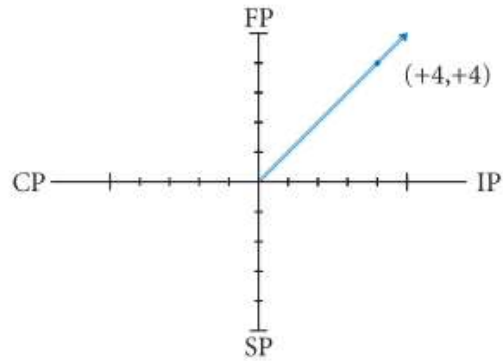
Example Factors That Make Up the SPACE Matrix Axes

Internal Strategic Position	External Strategic Position
<i>Financial Position (FP)</i>	<i>Stability Position (SP)</i>
Return on investment	Technological changes
Leverage	Rate of inflation
Liquidity	Demand variability
Working capital	Price range of competing products
Cash flow	Barriers to entry into market
Inventory turnover	Competitive pressure
Earnings per share	Ease of exit from market
Price earnings ratio	Price elasticity of demand
	Risk involved in business
<i>Competitive Position (CP)</i>	<i>Industry Position (IP)</i>
Market share	Growth potential
Product quality	Profit potential
Product life cycle	Financial stability
Customer loyalty	Extent leveraged
Capacity utilization	Resource utilization
Technological know-how	Ease of entry into market
Control over suppliers and distributors	Productivity, capacity utilization

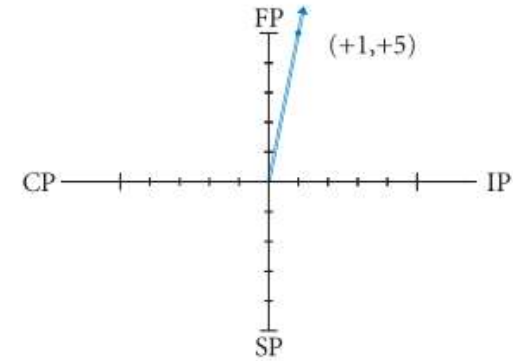
Steps to Developing a SPACE Matrix

1. Select a set of variables to define financial position (FP), competitive position (CP), stability position (SP), and industry position (IP).
2. Assign a numerical value:
 - a. From +1 (the worst) to +7 (the best) to each FP & IP dimension
 - b. From -1 (the best) to -7 (the worst) to each SP & CP dimension
3. Compute an average score for FP, CP, IP, and SP
4. Plot the average score on the appropriate axis
5. Add the two scores on the x-axis and plot the point. Add the two scores on the y-axis on the y-axis and plot the point. Plot the intersection of the new xy point.
6. Draw a directional vector from the origin through the new intersection point.

Example Strategy Profiles

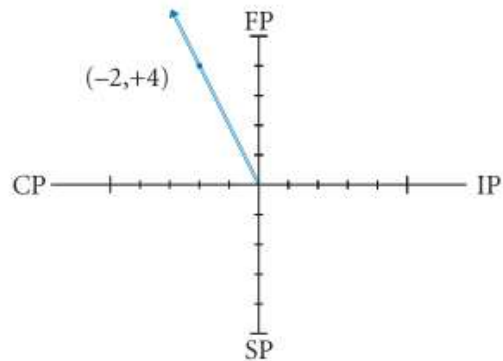


Aggressive Profiles

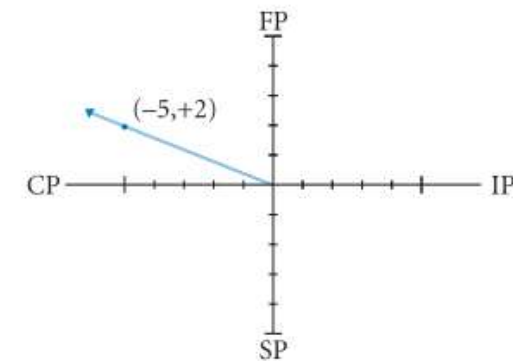


A financially strong firm that has achieved major competitive advantages in a growing and stable industry

A firm whose financial strength is a dominating factor in the industry



Conservative Profiles

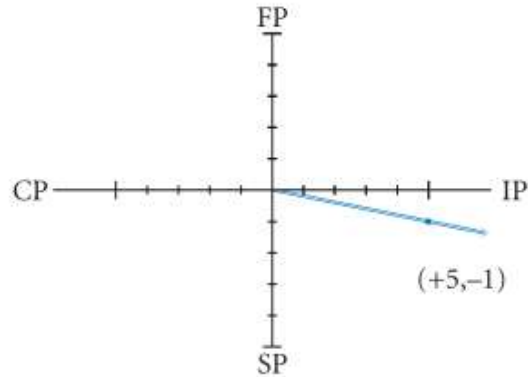


A firm that has achieved financial strength in a stable industry that is not growing; the firm has few competitive advantages

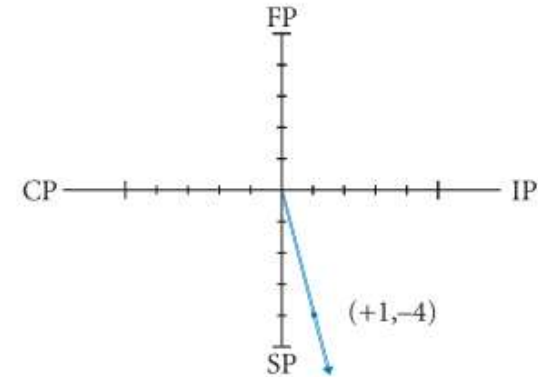
A firm that suffers from major competitive disadvantages in an industry that is technologically stable but declining in sales

Example Strategy Profiles

Competitive Profiles

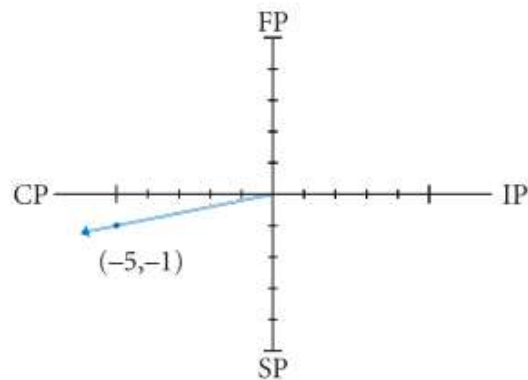


A firm with major competitive advantages in a high-growth industry

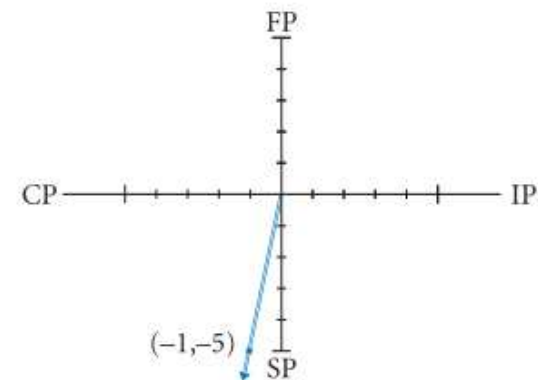


An organization that is competing fairly well in an unstable industry

Defensive Profiles



A firm that has a very weak competitive position in a negative growth, stable industry

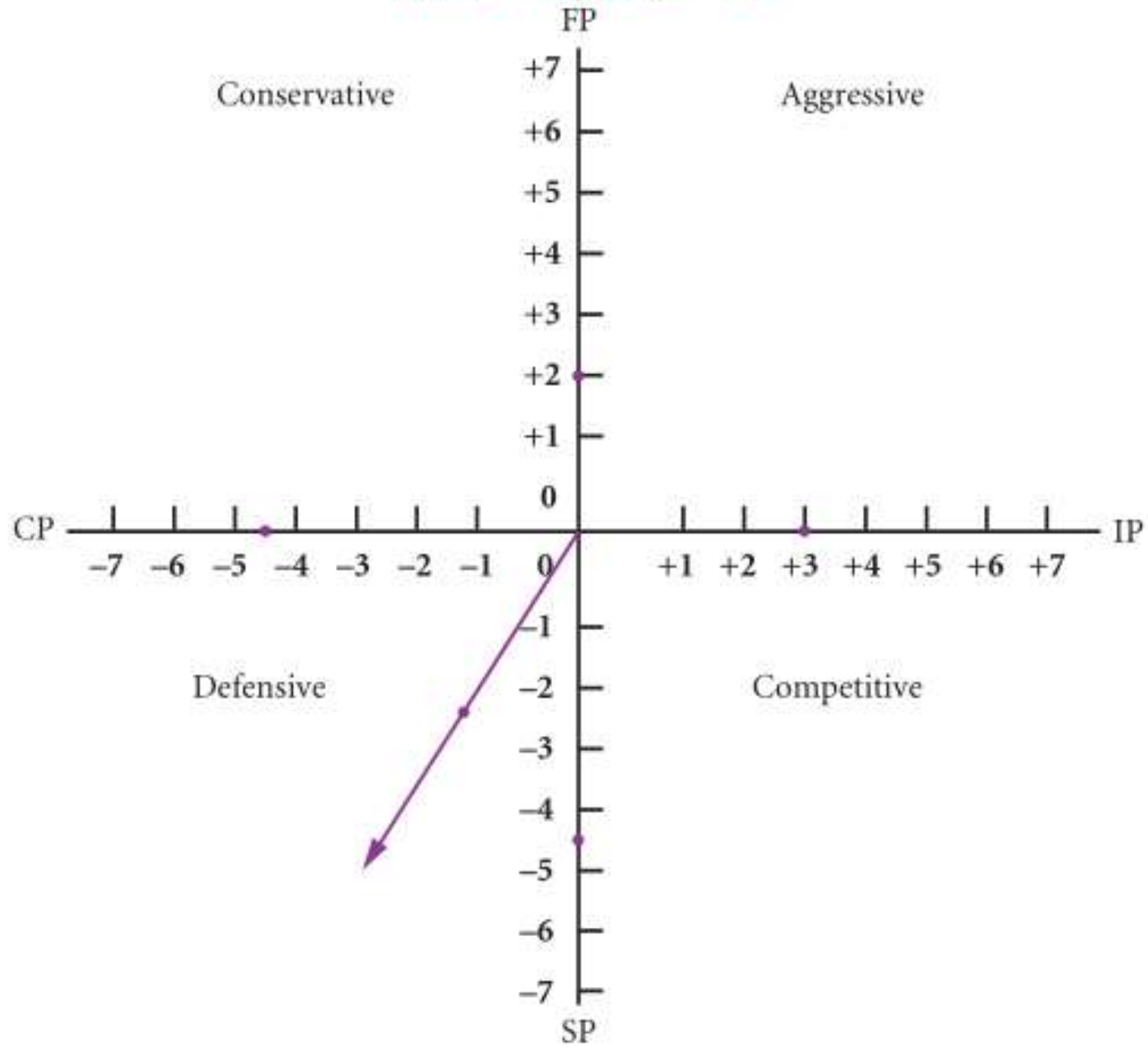


A financially troubled firm in a very unstable industry

An Actual SPACE Matrix for Hewlett-Packard

Internal Analysis		External Analysis	
Financial Position (FP)		Stability Position (SP)	
Return on Investment (ROI)	1	Rate of Inflation	-2
Leverage	4	Technological Changes	-6
Liquidity	2	Price Elasticity of Demand	-3
Working Capital	1	Competitive Pressure	-7
Cash Flow	2	Barriers to Entry into Market	-4
Financial Position (FP) Average	2	Stability Position (SP) Average	-4.4
Internal Analysis		External Analysis	
Competitive Position (CP)		Industry Position (IP)	
Market Share	-7	Growth Potential	6
Product Quality	-2	Financial Stability	2
Customer Loyalty	-3	Ease of Entry into Market	4
Technological Know-how	-4	Resource Utilization	1
Control over Suppliers/Distributors	-5	Profit Potential	2
Competitive Position (CP) Average	-4.2	Industry Position (IP) Average	3.0
$2.0 + (-4.4) = -2.4$ y-axis $3.0 + (-4.2) = -1.2$ x-axis Coordinate (-1.2, -2.4)			
Conclusion: Vector points in defensive quadrant			

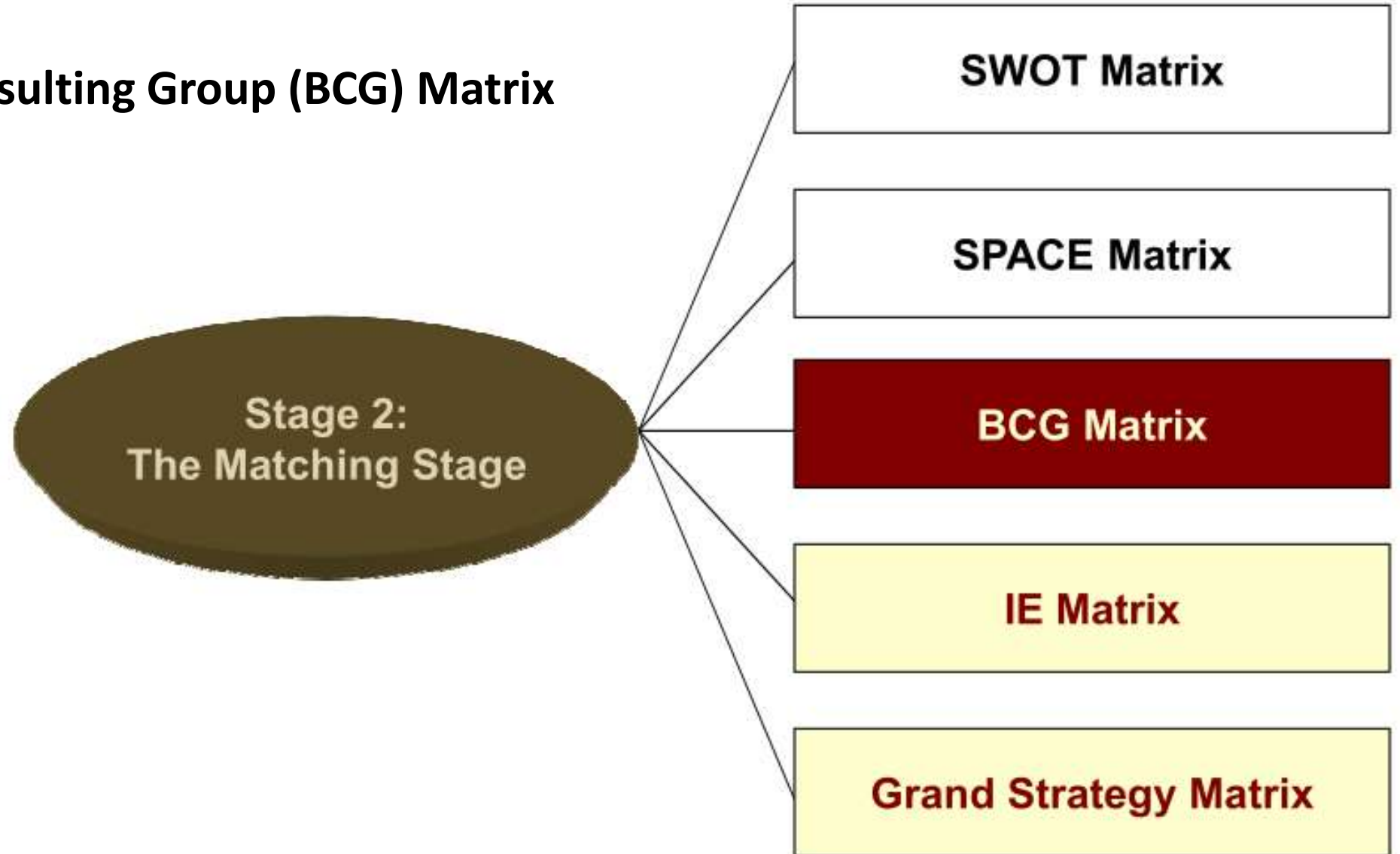
$x\text{-axis} = -1.2, y\text{-axis} = -2.4$



A SPACE Matrix for a Bank

Financial Position (FP)	Ratings
The bank's primary capital ratio is 7.23 percent, which is 1.23 percentage points over the generally required ratio of 6 percent.	1.0
The bank's return on assets is negative 0.77, compared to a bank industry average ratio of positive 0.70.	1.0
The bank's net income was \$183 million, down 9 percent from a year previously.	3.0
The bank's revenues increased 7 percent to \$3.46 billion.	4.0
	9.0
Industry Position (IP)	
Deregulation provides geographic and product freedom.	4.0
Deregulation increases competition in the banking industry.	2.0
Pennsylvania's interstate banking law allows the bank to acquire other banks in New Jersey, Ohio, Kentucky, the District of Columbia, and West Virginia.	4.0
	10.0
Stability Position (SP)	
Less-developed countries are experiencing high inflation and political instability.	-4.0
Headquartered in Pittsburgh, the bank historically has been heavily dependent on the steel, oil, and gas industries. These industries are depressed.	-5.0
Banking deregulation has created instability throughout the industry.	-4.0
	-13.0
Competitive Position (CP)	
The bank provides data processing services for more than 450 institutions in 38 states.	-2.0
Superregional banks, international banks, and nonbanks are becoming increasingly competitive.	-5.0
The bank has a large customer base.	-2.0
	-9.0
Conclusion	
SP Average is $-13.0 \div 3 = -4.33$	IP Average is $+10.0 \div 3 = 3.33$
CP Average is $-9.0 \div 3 = -3.00$	FP Average is $+9.0 \div 4 = 2.25$
Directional Vector Coordinates: x-axis: $-3.00 + (+3.33) = +0.33$	
y-axis: $-4.33 + (+2.25) = -2.08$	
The bank should pursue competitive strategies.	

3. Boston Consulting Group (BCG) Matrix



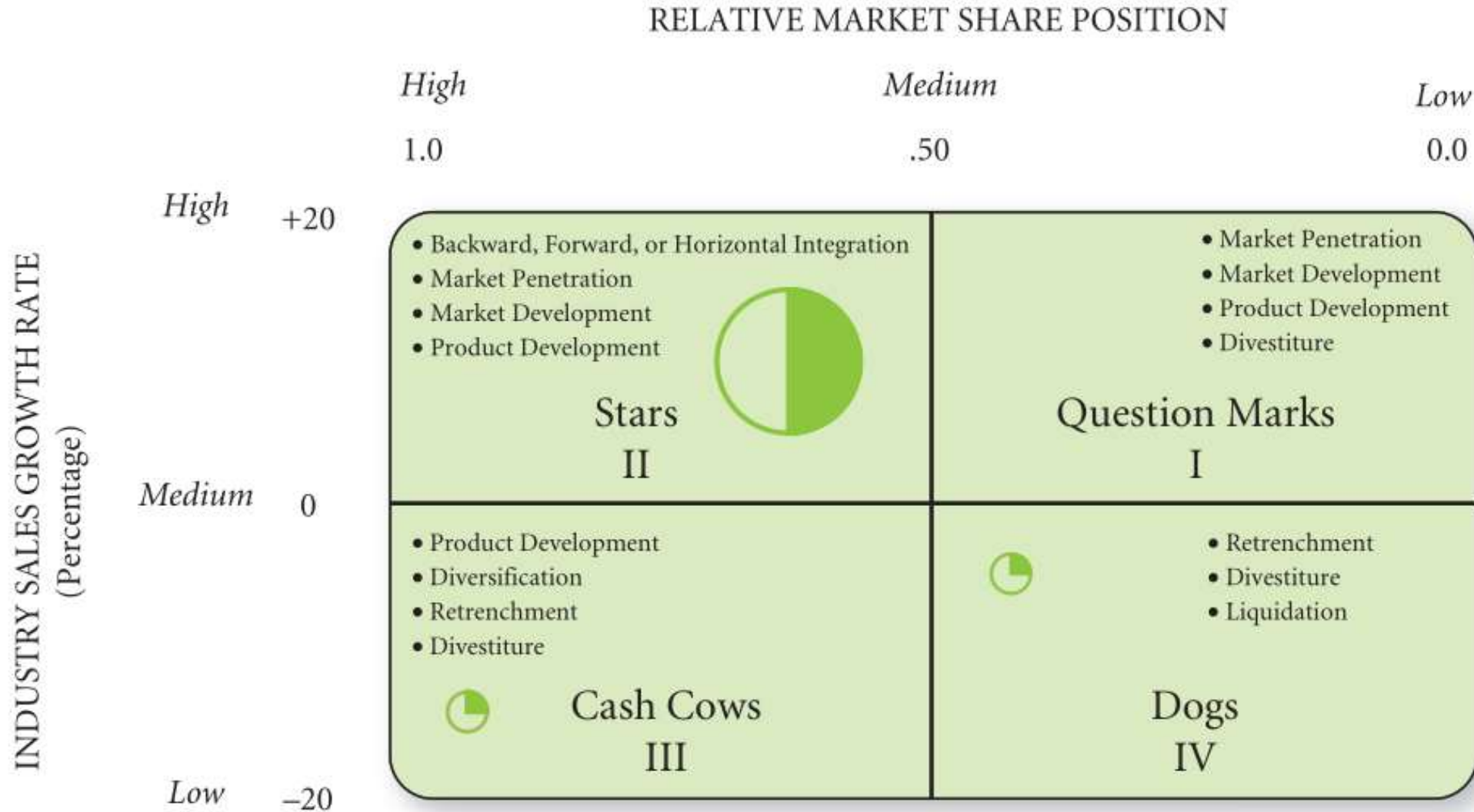
BCG Matrix

- Multidivisional firm
- Autonomous divisions = business portfolio
- Divisions may compete in different industries
- Focus on market-share position & industry growth rate

BCG Matrix

- Graphically portrays differences among divisions in terms of relative market share position and industry growth rate
- Allows a multidivisional organization to manage its portfolio of businesses by examining the relative market share position and the industry growth rate of each division relative to all other divisions in the organization
- Size of the circle represents the size of sales compared to other divisions in the company.
- The pie slices within the circles represent the percent of corporate profits contributed by each division.

The BCG Matrix



Example about BCG

Companies	Market share in 2020
A	20%
B	10%
C	15%
Relative market share to B	$10/20 = .5$
Industry growth rate measured by growth in sale of leading companies	15%+

BCG Matrix

❖ Question marks – Quadrant I

↳ Organization must decide whether to strengthen them by pursuing an intensive strategy (market penetration, market development, or product development) or to sell them

❖ Stars – Quadrant II

↳ represent the organization's best long-run opportunities for growth and profitability

BCG Matrix

❖ Cash Cows – Quadrant III

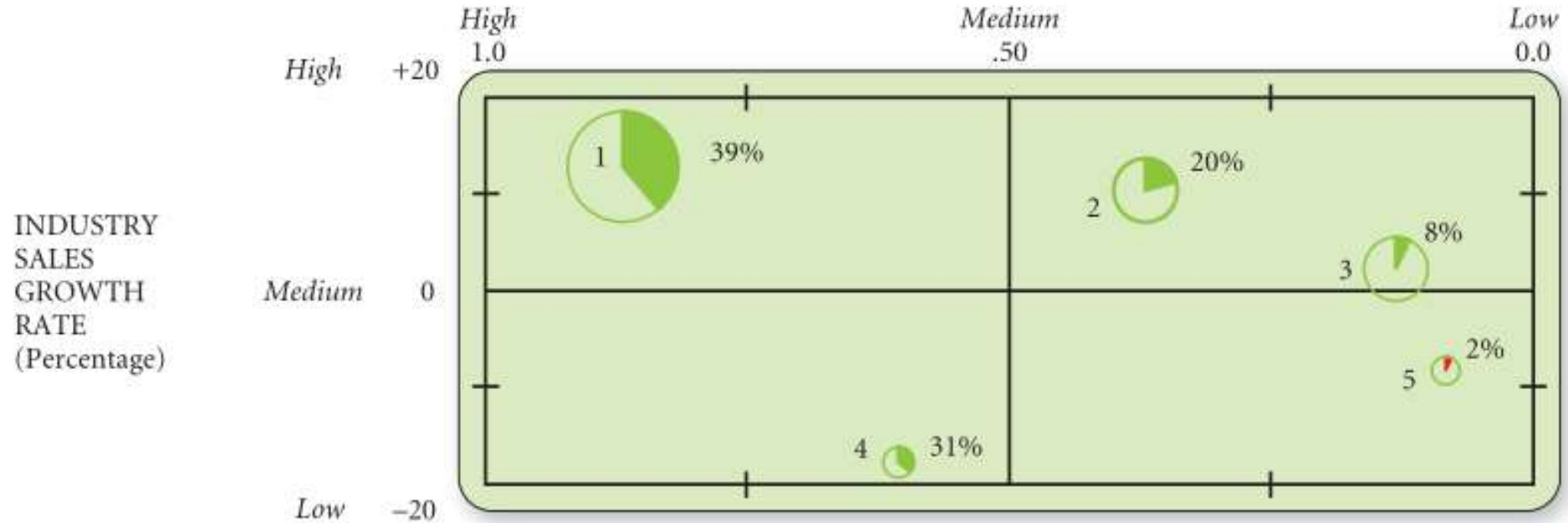
- ↳ generate cash in excess of their needs
- ↳ should be managed to maintain their strong position for as long as possible

❖ Dogs – Quadrant IV

- ↳ compete in a slow- or no-market-growth industry
- ↳ businesses are often liquidated, divested, or trimmed down through retrenchment

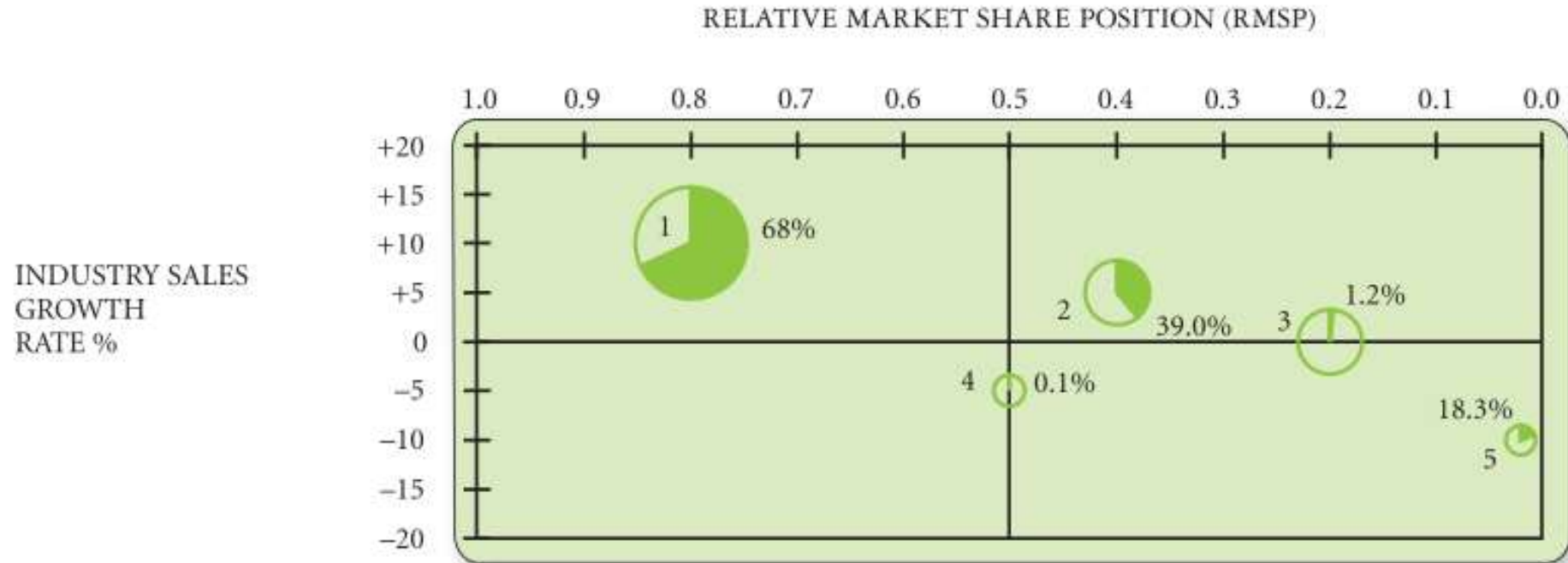
BCG Matrix

RELATIVE MARKET SHARE POSITION IN THE INDUSTRY



Division	Revenues	Percent Revenues	Profits	Percent Profits	Relative Market Share	Industry Growth Rate (%)
1	\$60,000	37	\$10,000	39	.80	+15
2	40,000	24	5,000	20	.40	+10
3	40,000	24	2,000	8	.10	+1
4	20,000	12	8,000	31	.60	-20
5	5,000	3	500	2	.05	-10
Total	\$165,000	100	\$25,500	100	—	—

BCG Matrix

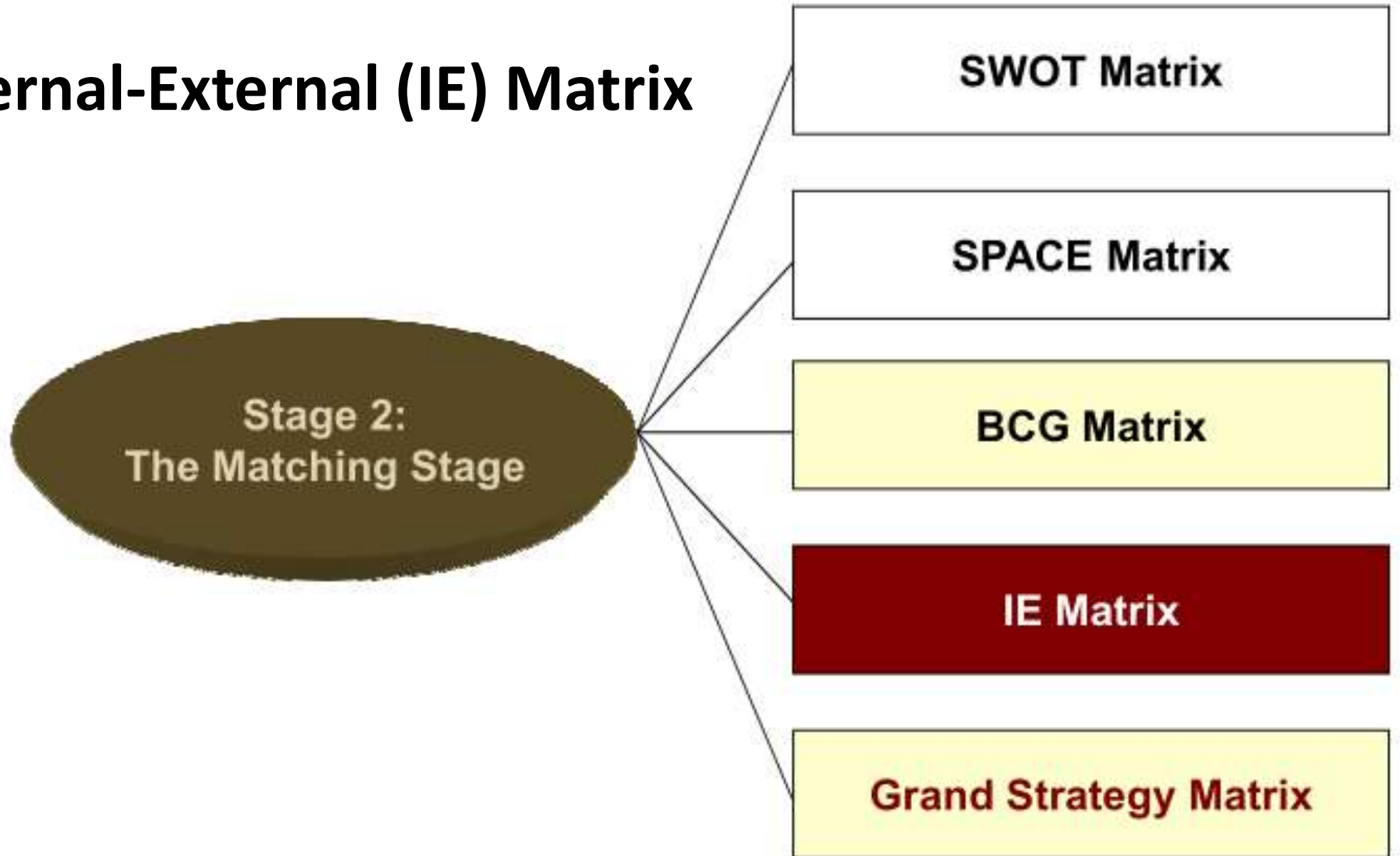


<i>Division</i>	<i>\$ Sales (millions)</i>	<i>% Sales</i>	<i>\$ Profits (millions)</i>	<i>% Profits</i>	<i>RMSP</i>	<i>IG Rate %</i>
1.	\$5,139	51.5	\$ 799	68.0	0.8	10
2.	2,556	25.6	400	39.0	0.4	05
3.	1,749	17.5	12	1.2	0.2	00
4.	493	4.9	4	0.1	0.5	-05
5.	42	0.5	-188	(18.3)	.02	-10
Total	\$9,979	100.0	\$1,027	100.0		

BCG Matrix

- ❖ The **major benefit** of the BCG Matrix is that it draws attention to the cash flow, investment characteristics, and needs of an organization's **various** divisions

The Internal-External (IE) Matrix



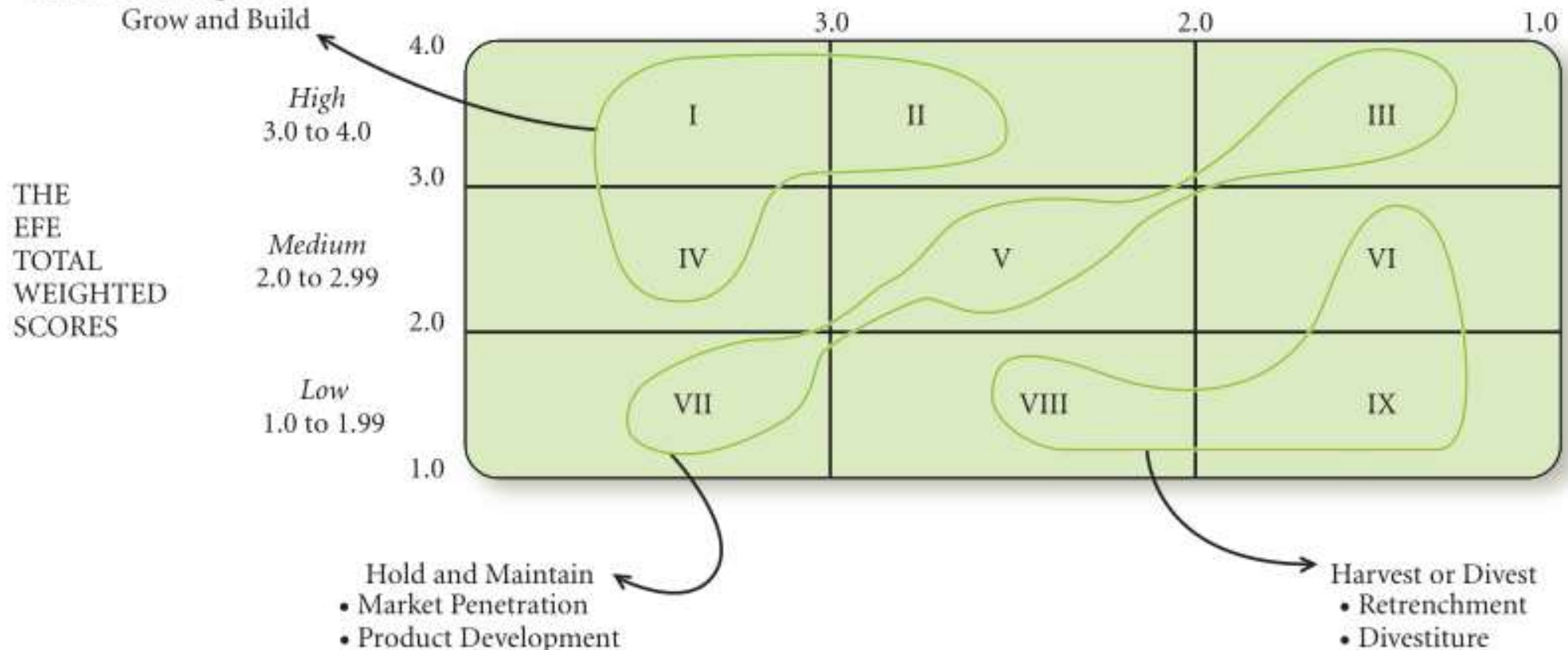
The Internal-External Matrix

- ❖ Positions an organization's various divisions in a nine-cell display
- ❖ Similar to BCG Matrix except the IE Matrix:
 - ↳ Axes are different
 - ↳ Requires more information about the divisions
 - ↳ Strategic implications of each matrix are different

The Internal-External Matrix

- Backward, Forward, or Horizontal Integration
- Market Penetration
- Market Development
- Product Development

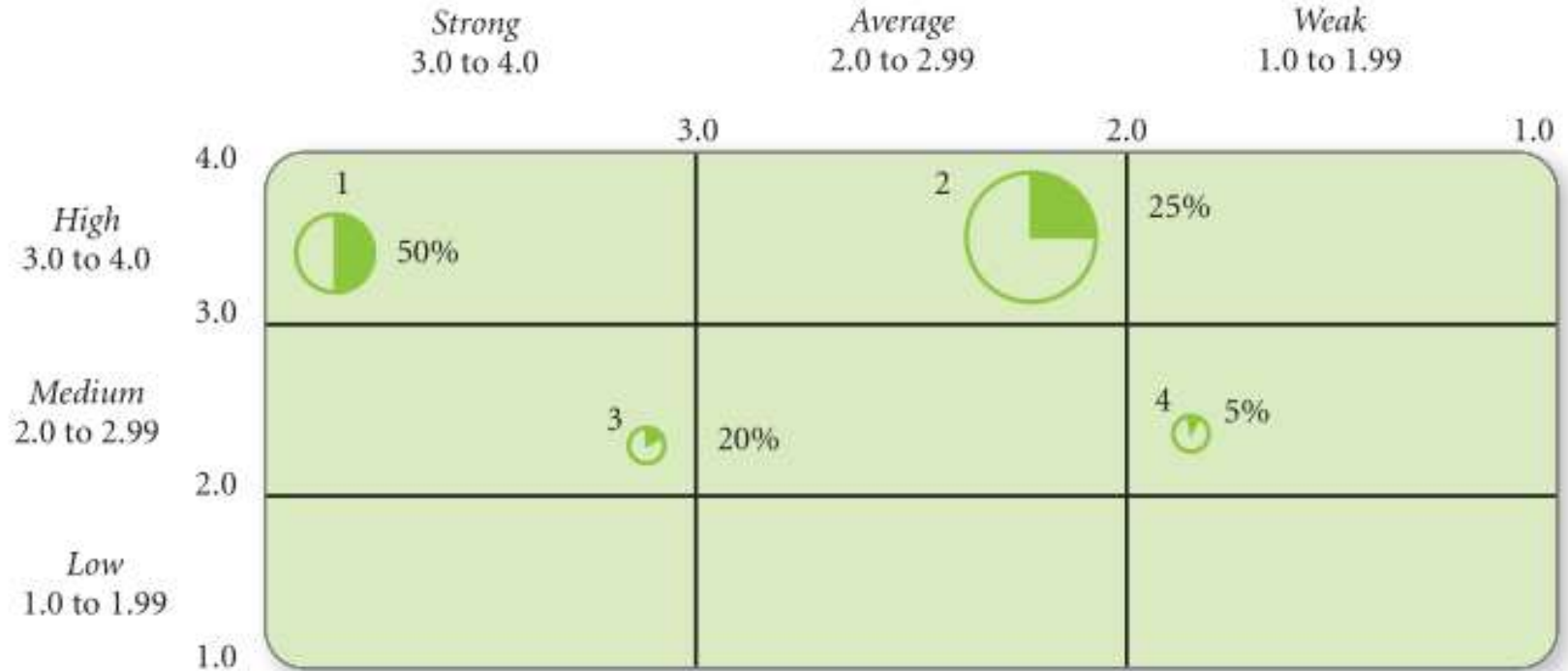
THE IFE TOTAL WEIGHTED SCORES



The Internal-External Matrix

THE IFE TOTAL WEIGHTED SCORES

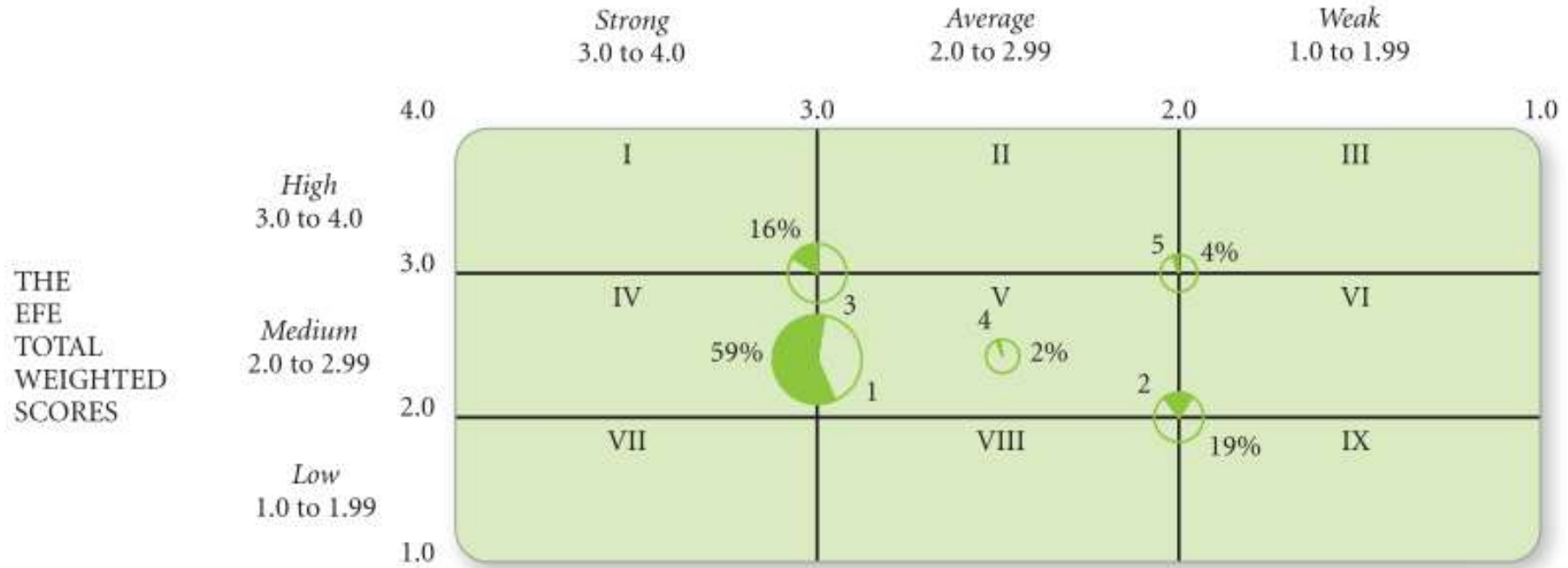
THE
EFE
TOTAL
WEIGHTED
SCORES



Division	Sales	Percent Sales	Profits	Percent Profits	IFE Scores	EFE Scores
1	\$100	25.0	\$10	50	3.6	3.2
2	200	50.0	5	25	2.1	3.5
3	50	12.5	4	20	3.1	2.1
4	50	12.5	1	5	1.8	2.5
Total	\$400	100.0	\$20	100		

The Internal-External Matrix

THE IFE TOTAL WEIGHTED SCORES

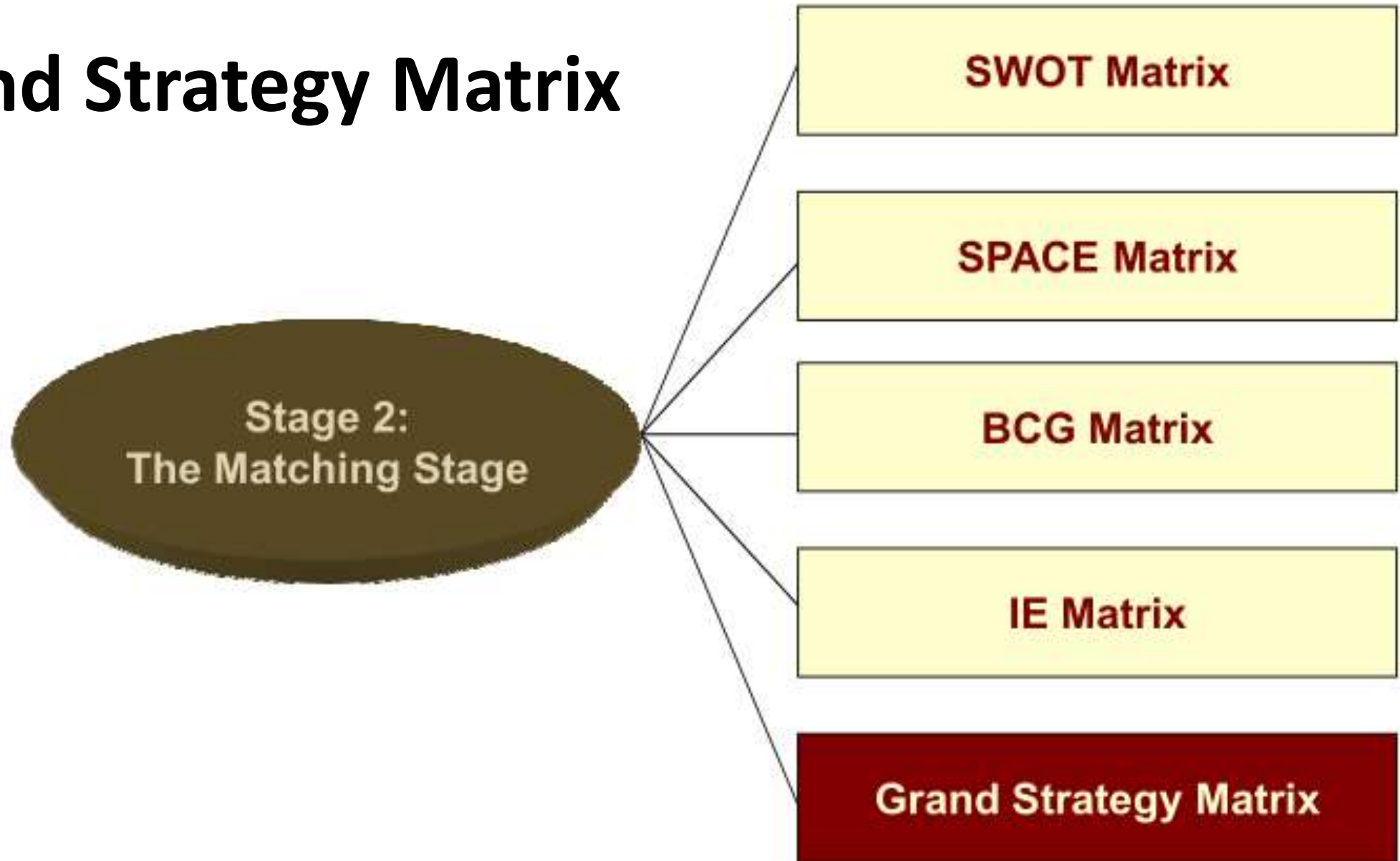


THE
EFE
TOTAL
WEIGHTED
SCORES

Grow and Build

Segments	\$ Revenue	% Revenue	\$ Profit	% Profit	EFE Scores	IFE Scores
1.	\$7,868	71.5%	\$3,000	59%	2.5	3
2.	1,241	11.3%	1,000	19%	2	2
3.	1,578	14.3%	800	16%	3	3
4.	90	0.8%	100	2%	2.5	2.5
5.	223	2.1%	200	4%	3	2
Total	\$11,000	100%	\$5,100	100%	—	—

Grand Strategy Matrix



Grand Strategy Matrix

- All organizations can be positioned in one of the grand Strategy Matrix's four strategy quadrants.
- Based on two evaluative dimensions:
 - ❖ competitive position and
 - ❖ market (industry) growth
- Any industry whose annual growth in sales exceeds 5 percent could be considered to have rapid growth.

The Grand Strategy Matrix



Grand Strategy Matrix

Rapid market growth

Quadrant II

- Because firms are in a rapid-market-growth industry, an intensive strategy (as opposed to integrative or diversification) is usually the first option that should be considered.
- If the firm is lacking a distinctive competence or competitive advantage, then horizontal integration is often a desirable alternative.
- As a last resort, divestiture or liquidation should be considered.

Quadrant I

- When an organization has excessive resources, then **backward, forward, or horizontal integration** may be effective strategies.
- When a firm is too heavily committed to a single product, then **related diversification** may reduce the risks associated with a narrow product line.
- Firms can afford to take advantage of external opportunities in several areas.

Weak competitive position

Strong competitive position

Quadrant III

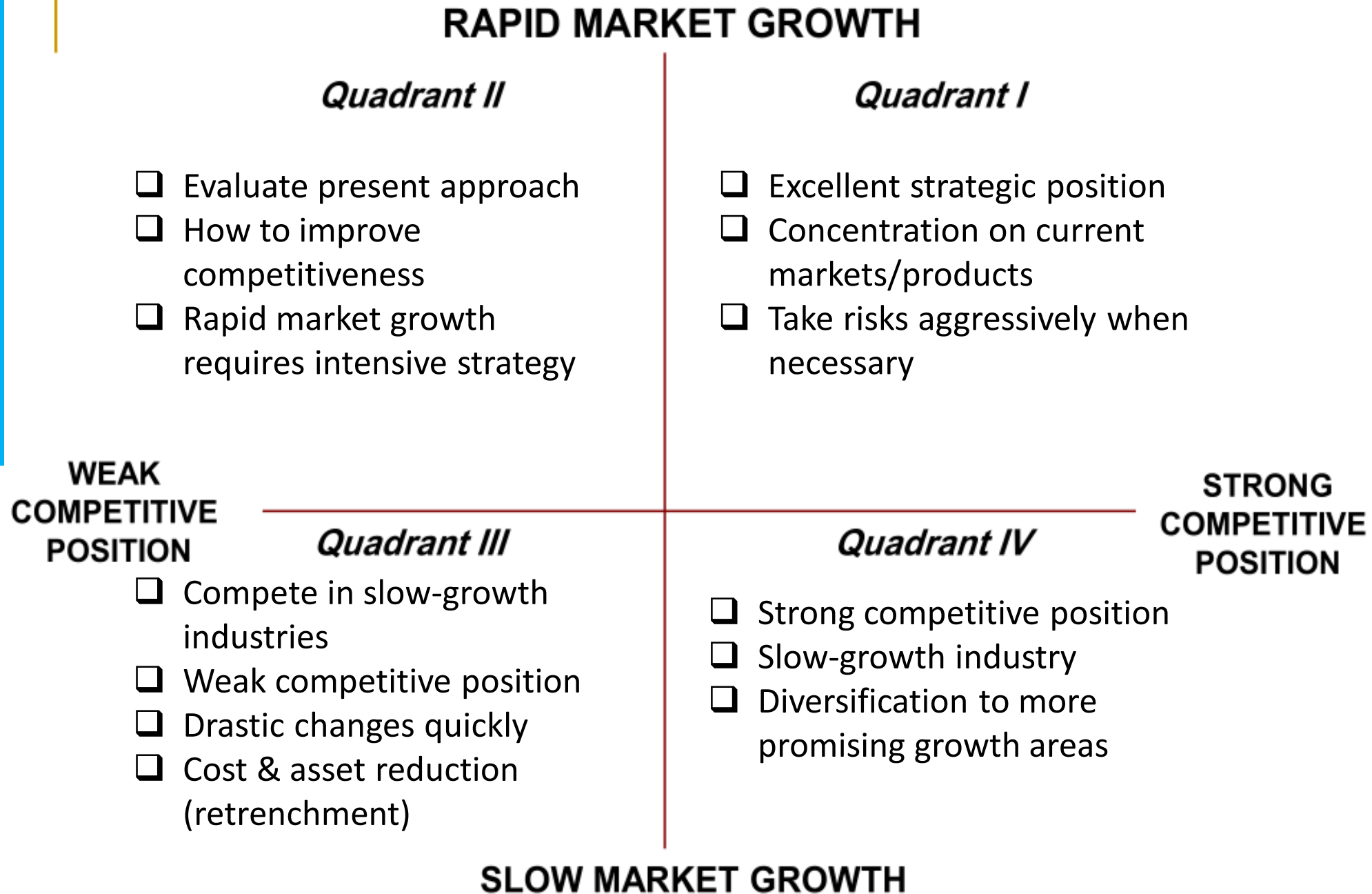
- Extensive cost and asset reduction (retrenchment) should be pursued first.
- An alternative strategy is to shift resources away from the current business into different areas (diversify).
- If all else fails, the final options for Quadrant III businesses are divestiture or liquidation.

Quadrant IV

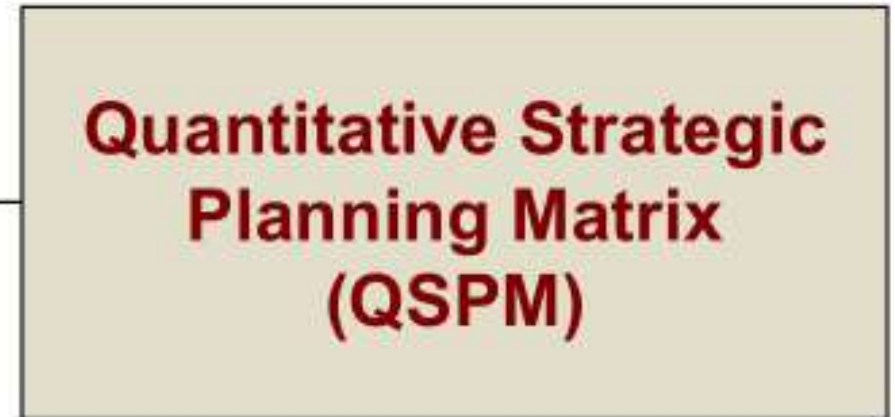
- Have the strength to launch diversified programs into more promising growth areas.
- Firms have characteristically high cash-flow levels
- Can pursue related or unrelated diversification and joint venture

Slow market growth

Grand Strategy Matrix



Quantitative Strategic Planning Matrix (QSPM)



Quantitative Strategic Planning Matrix (QSPM)

❖ Quantitative Strategic Planning Matrix (QSPM)

- ↳ objectively indicates which alternative strategies are best
- ↳ uses input from Stage 1 analyses and matching results from Stage 2 analyses to decide objectively among alternative strategies

Steps to Develop a QSPM

1. Make a list of the firm's key external opportunities/threats and internal strengths/weaknesses in the left column.
2. Assign weights to each key external and internal factor.
3. Examine the Stage 2 (matching) matrices, and identify alternative strategies that the organization should consider implementing.
4. Determine the Attractiveness Scores.
5. Compare the Total Attractiveness Scores.
6. Compute the Sum Total Attractiveness Score.

Steps to Develop a QSPM

➤ **Alternative Strategies**

Make sure your strategies are stated in specific terms, such as “Open 275 new stores in Indonesia” rather than “expand globally” or “Open new stores in Indonesia.”

➤ **Attractiveness Scores (AS)**

- “Does this factor affect the choice of strategies being made?”
- 1 = not attractive, 2 = somewhat attractive, 3 = reasonably attractive, and 4 = highly attractive
- Attractive: that one strategy, compared to others, enables the firm to either capitalize on the strength, improve on the weakness, exploit the opportunity, or avoid the threat.
- If the respective key factor has no effect upon the specific choice being made, then assign a dash (-).

The Quantitative Strategic Planning Matrix—QSPM

Key Factors	Weight	Strategic Alternatives		
		Strategy 1	Strategy 2	Strategy 3
<i>Key External Factors</i>				
Economy				
Political/Legal/Governmental				
Social/Cultural/Demographic/Environmental				
Technological				
Competitive				
<i>Key Internal Factors</i>				
Management				
Marketing				
Finance/Accounting				
Production/Operations				
Research and Development				
Management Information Systems				

A generic example QSPM.

	Alternative strategies						
	Weight	Strategy 1		Strategy 2		Strategy 3	
		AS	TAS	AS	TAS	AS	TAS
<i>Key external factors</i>							
Economy	0.25	1	.25	3	.75	2	.50
Political/legal/governmental	0.30	–		–		–	
Social/cultural/demographic/environmental	0.10	1	.10	2	.20	3	.30
Technological	0.20	–		–		–	
Competitive	0.15	2	.30	1	.15	3	.45
<i>External total</i>	1.00						
<i>Key internal factors</i>							
Management	0.15	3	.45	2	.30	1	.15
Marketing	0.25	–		–		–	
Finance/accounting	0.20	–		–		–	
Production/operations	0.15	3	.45	1	.15	2	.30
Research and development	0.20	2	.40	1	.20	3	.60
Management information systems	0.05	1	.05	2	.10	3	.15
<i>Internal total</i>	1.00						
Sum total attractiveness scores	2.00	13	2.00	12	1.85	17	2.45

QSPM

An actual QSPM.

	Alternative strategies				
	Weight	1		2	
		Raise advertising expenditures 50%		Lower menu prices 10%	
	AS	TAS	AS	TAS	
Key external factors					
Opportunities					
1. Rival restaurant is raising prices 10%	0.10	1	0.10	2	0.20
2. Two rival restaurants opening in a year	0.10	2	0.20	1	0.10
3. Vehicle traffic passing stores up 12%	0.08	1	0.08	2	0.16
4. Trend toward healthy eating up 10%	0.05	–		–	
5. # of Senior citizen customers up 8%	0.05	1	0.05	2	0.10
6. Small business growth in area up 10%	0.10	–		–	
7. Use of business websites up 12%	0.06	–		–	
8. Local college growing 5% annually	0.06	–		–	
Threats					
1. Chipotle lowered prices on some items	0.15	1	0.15	2	0.30
2. Local university enrollments falling 10%	0.08	–		–	
3. New bypass will divert traffic	0.12	2	0.24	1	0.12
4. New mall being built nearby	0.08	–		–	
5. Gas prices declined 14%	0.04	–		–	
6. Vendors raising prices 8%	0.03	2	0.06	1	0.03
Total	1.00				

QSPM

An actual QSPM.

	Alternative strategies				
	Weight	1		2	
		AS	TAS	AS	TAS
Key internal factors					
Strengths					
1. # of customers increased 10%	0.05	2	0.10	1	0.05
2. Average customer purchase increased from \$97-\$128	0.07	1	0.07	2	0.14
3. Employee morale is excellent	0.10	-		-	
4. In-store promotions resulted in 20% increase in sales	0.05	-		-	
5. Newspaper advertising expenditures increased 10%	0.02	-		-	
6. Revenues from repair/service segment of store up 16%	0.15	2	0.30	1	0.15
7. In-store sales persons have college degree	0.05	-		-	
8. Firm's debt-to-total-assets ratio declined to 8%	0.03	-		-	
9. Revenues per employee up 19%	0.02	-		-	
Weaknesses					
1. Revenues from beverage segment of store down 12%	0.10	-		-	
2. Location of stores negatively impacted by new Hwy 34	0.15	2	0.30	1	0.15
3. Carpet in stores needs fixing	0.02	-		-	
4. Bathrooms in stores need enlarging	0.02	-		-	
5. Revenues from burgers down 8%	0.04	1	0.12	2	0.08
6. Company has no website	0.05	-		-	
7. Supplier on-time delivery increased to 2.4 days	0.03	-		-	
8. Often customers have to wait to check out	0.05	-		-	
Total	1.00		1.75		1.58

Quantitative Strategic Planning Matrix (QSPM)

Advantages

- Sets of strategies considered simultaneously or sequentially
- Integration of pertinent external & internal factors in the decision-making process

Limitations

- Requires intuitive judgments & educated assumptions
- Only as good as the prerequisite inputs

PR

- 1) Buatlah SWOT Matrix
- 2) Buatlah Space Matrix untuk bank Saudara sebagaimana dicontohkan pada tabel “A SPACE Matrix for a Bank”
- 3) BCG

■ **Given the information in the table below, develop a BCG Matrix**

■ Divisions	1	2	3
■ Profits	\$10	\$15	\$25
■ Sales	\$100	\$50	\$100
■ Relative Market Share	0.2	0.5	0.8
■ Industry Growth Rate	+.20	+.10	-.10

PR

4. Tuliskan data Bank Saudara dalam rangka membuat IE Matrix

- a) Nama Bank:
- b) Total Operating Income/Net Interest and Sharia Income:
- c) Income For The Year/Laba Tahun Berjalan :
- d) EFE Scores:
- e) IFE Scores:

PR

5. (a) Isilah tabel berikut, kemudian
(b) buatlah Internal-External (IE) Matrix.
(c) Apa pilihan strategi masing-masing bank?

	BNI	BRI	BTN	CIMB	Mandiri	Mizuho	BCA
a) Total Operating Income/Net Interest and Sharia Income							
b) Income For The Year /Laba Tahun Berjalan							
c) EFE Scores							
d) IFE Scores							

PR

6. Prepare a Grand Strategy Matrix. Write the respective company names in the appropriate quadrant of the matrix. Based on this analysis, what strategies are recommended for each company?

Company	Company Sales/ Profit Growth (%)	Industry	Industry Sales/ Profit Growth (%)
Boeing	-8 / -34	Aerospace/defense	+7 / +13
DuPont	+4 / -33	Chemicals	+7 / -23
Wal-Mart	+7 / +5	General merchandise	-3 / -44
Sears Holdings	-8 / -94	General merchandise	-3 / -44
Black & Decker	-7 / -43	Home equipment	-9 / -111
TIAA-CREF	+7 / +7	Insurance	-1 / -178
Nucor	+43 / +24	Metals	-16 / -24
Allegheny	-3 / -24	Metals	-16 / -24

PR

7. Quantitative Strategic Planning Matrix (QSPM)
 - a. Identifikasi 2 atau 3 strategi alternatif
 - b. Buatlah QSPM
 - c. Hitung Sum Total Attractiveness Score
 - d. Apa kesimpulan Saudara?