



## SWOT Analysis of the “Semarang-Demak Automatic Lane (LOS)” Product to Increase Customer Purchase Intent at PT PP Semarang Demak

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### ABSTRACT

This study aims to analyze the appropriate strategy in developing the Semarang Demak Automatic Lane (LOS) product to increase customer purchasing intention. LOS is an innovation based on Radio Frequency Identification (RFID) technology that allows toll road users to pass through toll gates without stopping to make payments. Although this technology offers convenience and efficiency, the level of user adoption is still low due to various internal and external factors. This study uses a qualitative approach with the SWOT analysis method to identify the strengths, weaknesses, opportunities, and threats of the LOS product. The results of this study indicate that the main strengths of LOS lie in time efficiency, ease of digital transactions, and the lack of similar competitors in the Semarang area. However, significant weaknesses such as high initial costs, short validity periods, complicated registration processes, and the lack of supporting applications are major obstacles in increasing customer purchase intentions. On the other hand, opportunities can be exploited through digitalization trends, collaboration with surrounding industrial areas, and the use of Location-Based Advertising (LBA) as a promotional strategy. Threats that need to be anticipated include data security risks, customer preference for conventional E-Toll systems, and the emergence of competing products.

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## **INTRODUCTION**

Infrastructure development is a key factor in driving economic growth and national competitiveness. Adequate infrastructure reduces logistics costs, increases distribution efficiency, and strengthens interregional integration. Studies show that the quality of transportation infrastructure is positively related to economic growth, particularly in developing countries (Badrawani, 2024). In Indonesia, limited infrastructure remains a challenge, resulting in high logistics costs and low distribution efficiency. Therefore, infrastructure development is a strategic priority for the government. The government is encouraging accelerated development, particularly in the transportation sector, such as roads, ports, and airports, with a focus on service quality and digital integration (Chang et al., 2023).

Toll roads play a strategic role in increasing mobility efficiency, reducing travel times, and supporting the distribution of goods and services between regions. As part of the national road network, users are charged with higher standards of comfort and speed. With technological advancements, toll road management has transformed, with options ranging from electronic payment systems (e-toll) to multi-lane free flow (MLFF), which allows vehicles to pass without stopping. These innovations reflect a shift toward intelligent transportation systems that integrate digital technology to improve service quality (Gajdzik et al., 2024).

The Semarang–Demak Toll Road is developing an innovative Semarang–Demak Automatic Lane (LOS) that enables automated transactions without stopping. This innovation is expected to reduce queues, improve traffic flow, and provide a more efficient driving experience. The LOS is the initial component of the MLFF system in Indonesia.

However, LOS implementation has not been optimal due to low user adoption compared to conventional methods such as electronic cards. This indicates a gap between technological innovation and user acceptance. Technology adoption literature emphasizes that acceptance is influenced by perceived usefulness, ease of use, and trust and risk factors (Hermanto et al., 2022).

LOS issues include: low user understanding due to suboptimal socialization, perceived risks related to security and reliability, resistance to technological change, and technical constraints such as transaction system disruptions (Timur et al., 2025). Successful implementation depends not only on technological readiness but also on user behavior and external factors.

This study focuses on analyzing strategic factors in LOS development using a SWOT approach to identify strengths, weaknesses, opportunities, and threats. Furthermore, the study emphasizes behavioral intention as a key indicator of user acceptance, which is expected to yield strategic recommendations for improving LOS use in the future.

## LITERATURE REVIEW

### *Service Marketing*

Services according to (Sastika, ST, MM, Kusumahadi, B.Sc., MM, & Hanifa, SE, MM, 2024) are activities offered by one party to another party within a certain period of time to produce desired results for recipients, objects, or assets that are the responsibility of the buyer. In exchange for money, time, and effort, service customers expect to obtain value from access to certain goods, labor, experts, facilities, networks, and systems, but without ownership of the physical elements involved. Service Marketing is a new science that is growing rapidly along with technological developments and high business competition. Therefore, service marketing management is different from marketing of goods. (Yazid, 2008) states that Service Marketing is a link between organizations and consumers, which is successful when all marketing efforts are market-oriented. According to (Hole, Pawar, & Mahesh, 2018), the main concept of Service Marketing is to increase marketing strength, develop production value, and build customer relationships. The service sector is getting more attention because of the competitive nature of marketing in the global economy. Service Marketing strategies and quality marketing are fundamentally different from product marketing due to the unique nature of services: inseparability, perishability, heterogeneity, and intangibility.

### *Purchase Intention*

Purchase intention is an important concept in consumer behavior that describes the extent to which someone desires to purchase a product or service. According to (Mowen & M., 2007), purchase intention is a buyer's determination to make a purchase based on positive beliefs and attitudes toward the product. (Assael, 2006) explains that purchase intention is a behavior in response to an object, where an individual shows a desire to buy. Purchase intention is defined as a measure of the extent to which someone is willing to buy a product based on trust and perceptions of the value offered. Purchase intention indicates the level of confidence that the product can provide the benefits as expected. (Mowen & M., 2007) add that purchase intention also reflects the willingness to buy in the future, influenced by satisfaction, trust, and previous experience. In the context of technology-based products such as LOS, purchase intention is influenced by perceptions of ease of use, benefits obtained, and confidence in system security. If the product is easy to use, useful, and safe, the tendency to buy increases. In addition to internal factors, purchase intention is influenced by a company's communication strategy, such as effective promotions, good service, and a positive reputation that increase customer trust. Thus, purchase intention is the result of the interaction between consumer perceptions of the product and the company's marketing strategy. In this study, purchase intention is an important indicator of the success of the LOS product development strategy by PT PP Semarang Demak.

### ***Marketing Strategy***

A marketing strategy is a set of plans designed to achieve company goals by effectively meeting customer needs. According to (Haque-Fawzi, Iskandar, Erlangga, Nurjaya, & Sunarsi, 2022), a marketing strategy is a company's efforts to market products or services using specific patterns and tactics to increase sales and strengthen its market position.

### ***SWOT Analysis***

SWOT analysis is a method for identifying strengths, weaknesses, opportunities, and threats within an organization. This analysis helps management understand the company's strategic position and forms the basis for developing appropriate steps. According to (Rozmi, Nordin, & Bakar, 2018), SWOT analysis is a fundamental tool for evaluating an organization's internal and external conditions in order to determine its competitive position in the market. This analysis helps identify existing resources and how to utilize them in the face of competition and changes in the business environment. Meanwhile, (Tanya & David, 2019) explain that SWOT analysis is used to assess internal factors in the form of strengths and weaknesses, as well as external factors in the form of opportunities and threats that affect the achievement of organizational goals. By understanding these four elements, a company can develop strategies according to its actual conditions.

## **METHODOLOGY**

### ***Research Approach***

The research approach is a basic framework for determining the way of thinking and steps for implementing research so that the results answer the problem formulation systematically and objectively. This study uses a qualitative approach with a descriptive method, because it focuses on an in-depth understanding of the actual conditions at PT PP Semarang Demak related to the LOS product development strategy based on SWOT analysis to increase customer purchase intention. According to (Saleh & Said, 2019), qualitative research is used to understand phenomena by emphasizing meaning, process, and context, not numbers, but rather descriptions and interpretations of field situations. The descriptive approach is used to describe factual, systematic, and accurate phenomena, explaining the actual conditions of LOS products, marketing strategies, and internal and external factors that influence purchase intention. Rozmi, (Rozmi, Nordin, & Bakar, 2018) stated that SWOT analysis can be used in a qualitative approach to evaluate the internal and external factors of an organization, so that the results become the basis for an effective strategy.

Therefore, a qualitative approach with a SWOT framework is appropriate because it provides a strategic overview of the position of LOS products in the market and the direction of their development. Type of Research This research is a case study, focused on LOS products at PT PP Semarang Demak. Case studies allow for an in-depth understanding of the context and conditions, both internal to the company and external to customer responses, as well as an exploration of

the decision-making process, constraints, and LOS product development strategies.

### *Interview Techniques*

Researchers conducted unstructured interviews to allow for more flexibility in their responses. Interviewee selection was based on product understanding, availability of information, and accuracy of the information provided. Unstructured or open-ended interviews are often used in initial research or in-depth research with respondents (Wekke, 2019). Interviewees were selected from employees responsible for marketing LOS products, particularly the finance director who oversees other LOS employees.

### *Data Types*

The research data consists of field phenomena and information from direct observations during internships at companies. The data is divided into two categories:

1. **Primary data** obtained through direct observation and interviews during an internship at PT PP Semarang-Demak.
2. **Secondary data** obtained from previous books and journals that are relevant and support the research.

#### **Data collection technique**

- a) Observation
- b) Interview
- c) Previous Journals and Books

### *Research Location*

The research was conducted at PT PP Semarang Demak, with the analysis unit consisting of several employees responsible for LOS products and the marketing process. The location was chosen because PT PP Semarang Demak had just released a LOS product, and during the researcher's internship, the company was promoting the product. Promotional Objectives: Promotional activities aimed to increase brand awareness of the newly released LOS product. This process required adjustments to marketing strategies and recommendations to support these promotional activities.

### *Observation*

This research was conducted during a four-month internship at PT PP Semarang Demak, from September 2, 2024, to December 30, 2024, with placement in the marketing department. The research focused on promoting a new product, the Semarang Demak Automatic Lane (LOS). The author directly participated in the promotional process and conducted a Strengths, Weaknesses, Opportunities, and Threats analysis to evaluate the company's strategy and design more effective strategies.

The author's work and activities during the internship to help the marketing team in promoting LOS products are as follows:

1. Designing banner/poster designs for LOS product promotions via social media and print media.
2. Mapping of PTs around PT PP Semarang Demak and providing LOS product offer letters door-to-door to selected PTs.
3. Looking for a location-based promotion (LBA) service provider to support LOS product promotions.

### *Interview*

This study used interviews as a data collection method to complement observations during an internship at PT PP Semarang Demak. Interviews were conducted with internal company sources directly involved in the management and marketing of LOS products. The purpose of selecting these sources was to obtain information about the company's internal conditions, marketing strategies, and obstacles to developing LOS services.

The interviews were structured, with questions formulated based on the research problem formulation, namely a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and LOS service development strategies to increase user intentions. Questions were also developed flexibly to elicit deeper information based on the interviewee's experience and understanding.

## **RESEARCH RESULT AND DISCUSSION**

### *Marketing Strategy*

The LOS product marketing method is through social media and print media. The use of social media focuses on raising public awareness, especially those who frequently travel the Semarang-Demak toll road. The platform used is Instagram, both the official PT PP Semarang Demak account and the personal account of the person responsible for the LOS product. The marketed content consists of posters designed according to PT PP Semarang Demak's request.



Figure 1. LOS Poster Design



Figure 2. LOS Brochure Design

Posters are also printed for marketing through print media such as banners, brochures, and posters affixed to car rear windows. However, PT PP Semarang Demak's social media and print marketing methods were less effective in increasing LOS product sales. There was no significant sales growth after using social media marketing methods during the research at PT PP Semarang Demak. The Location-Based Advertising (LBA) method is implemented in collaboration with a third party that provides product marketing services based on locations determined by PT PP Semarang Demak. This method targets high-traffic drivers in the vicinity of PT PP Semarang Demak. Promotional LBA product messages are automatically sent to the mobile phones of drivers within the location range, typically via SMS.

LBA Flow:

1. PT PP Semarang Demak determines the target location for promotion (around the Semarang-Demak Toll Road).
2. Location data is submitted to third party LBA service providers.
3. The LBA system sets the radius/range of the target location.
4. The system detects users entering the area.
5. LOS promotional messages are sent automatically via SMS.
6. Users receive promotional information while at the target location.

This method aims to raise public awareness, especially among those frequently traveling along the Semarang-Demak toll road. However, the use of this method did not significantly increase sales of LOS products. Customers did not increase after using the LBA method during a study at PT PP Semarang Demak.

### *SWOT analysis of Semarang Demak Automatic Lane (LOS) Product*

**Strength:** Semarang Demak's Automatic Lane (LOS) product has a key strength in time-efficient transactions at toll gates, which enhances driver comfort. Radio Frequency Identification (RFID) technology allows users to pass through the gates without stopping, relevant to consumers who prioritize

efficiency and convenience. This practical value creates positive perceptions and increases user satisfaction. Easy access to transaction receipts via the website reflects the company's focus on digital services. With increasing technology preferences, this strength provides an opportunity to build a brand image as a pioneer in toll road innovation in Semarang. The absence of similar competitors places PT PP Semarang Demak in a strong position to dominate the market. According to SWOT theory (Sammut-Bonnici Tanya & Galea David, 2019), internal strengths are the company's resources and capabilities that provide a competitive advantage. Time efficiency, easy access to information, and its status as the only RFID service in Semarang are strategic assets to drive product development and influence customer purchase intentions. By maintaining and enhancing these strengths, the company can build a strong position with customers.

**Weakness:** One of the main weaknesses of LOS is the high initial cost, which is a significant barrier for new users, especially those with low purchasing power. The high initial price is not commensurate with the validity period of only two weeks, especially without a dedicated lane to distinguish LOS users from regular E-Toll users. This creates the impression that the product value does not match the cost, thus inhibiting purchase intention. In a SWOT analysis (Sammut-Bonnici Tanya & Galea David, 2019), this weakness is an internal factor that must be addressed immediately to prevent weakening the company's competitive position.

Furthermore, the registration process is not yet simplified, making the initial user experience less than optimal. Users still have to contact customer service and cannot register independently. This has the potential to reduce purchase intention because consumers expect a fast and convenient process. According to (Assael, 2006), purchase intention is a behavioral response to a product based on customer desires and perceptions. If the LOS system is perceived as cumbersome from the outset, the intention to purchase or re-subscribe will be even lower. Another weakness is the lack of a dedicated LOS application, requiring users to access the service through the website. Reliance on a website without application support reduces flexibility, especially for mobile users who want fast access. This indicates that the customer digital experience is not fully met. Within the SWOT framework, this weakness reflects the lack of utilization of digital technology, which is the minimum standard in technology-based services.

**Opportunities:** Technological advancements and digitalization in Indonesian society are opening up significant opportunities for LOS products. Customers are increasingly tech-savvy and accustomed to automated payment systems, positioning LOS as a modern product relevant to a digital lifestyle. Convenience, speed, and efficiency are valued by this market segment.

The geographical location of the Semarang-Demak Toll Road, surrounded by industrial areas, also presents a strategic opportunity. Logistics companies require a fast and efficient toll transaction system for their daily operations. If PT PP Semarang Demak collaborates with the company, the potential for LOS customer growth could significantly increase through B2B. According to

(Sammut-Bonnici Tanya & Galea David, 2019), opportunities are external conditions that organizations can exploit for strategic advantage. Digitalization trends, logistics growth, and location-based marketing are momentum that must be utilized to expand the LOS user base.

**Threats:** The primary threat is the risk to user data security. The LOS system is still website-based without high-level security support or additional encryption, raising concerns about the protection of personal information and potentially reducing customer trust and purchasing intentions. In the SWOT analysis (Sammut-Bonnici Tanya & Galea David, 2019), threats are external factors that have the potential to cause harm and must be addressed strategically. Another threat is varying consumer purchasing power. High initial prices with short validity periods make some potential users reconsider, especially non-regular toll road users. Without price flexibility or affordable packages, the product risks being perceived as exclusive and irrelevant to the broader market. Furthermore, the ingrained habit of using e-tolls presents a challenge. LOS requires adaptation, and consumers who are slow to adapt or uninformed tend to resist change, especially if they don't see significant advantages over conventional systems. This has the potential to make LOS less attractive, despite its technological superiority.

#### *SWOT-based LOS Product Development Strategy to Increase Customer Purchase Intention*

**Strength:** The internal strengths of LOS products need to be maximized to strengthen competitiveness and increase customer purchase intention. The primary strategy is to strengthen communication of product value through promotions that emphasize the efficiency, convenience, and modernity of the LOS system. PT PP Semarang Demak can develop an education-based and experience-based marketing campaign to strengthen the perception of benefits among potential users.

Promotion should not only be informative, but also persuasive and interactive, for example through digital content in the form of LOS simulation videos, customer testimonials, and the publication of articles about the advantages of RFID technology on the company's official website. This campaign provides a real picture to the public about the added value of LOS compared to conventional systems, and fosters trust and interest in new innovations. In addition to strengthening communication, development strategies can be implemented by expanding external collaboration, especially with companies in industrial areas around the Semarang-Demak Toll Road. PT PP Semarang Demak can offer corporate subscription packages or special partnerships with additional facilities such as priority service or prepaid rates. This approach increases the number of LOS users from the corporate sector (B2B) while establishing the company's image as a provider of technology solutions for the industrial world. Furthermore, the strength of LOS as a digital innovation-based product can be leveraged to strengthen the company's image as a pioneer in automated toll road transaction systems. With a marketing narrative that emphasizes PT PP Semarang Demak's role in supporting the digital transformation of

transportation infrastructure, the company can expand its market segmentation and foster consumer pride in high-tech local products.

**Weakness:** The weaknesses of LOS products need to be addressed immediately to prevent them from hindering increased customer purchasing intentions. PT PP Semarang Demak's strategy includes improving the efficiency of its service system and adjusting its pricing policy to reflect market characteristics.

First, in its service system, PT PP Semarang Demak needs to undertake a digital transformation by developing a mobile-based LOS application. This application facilitates self-registration, subscription renewals, and real-time transaction monitoring. An app-based system will improve the customer experience and enhance perceived ease of use. The application interface must be simple, intuitive, and easy to understand to ensure widespread use.

Second, in pricing policies, companies need to review subscription fees, which are considered high compared to the benefits. Price adjustments can be made by offering various packages, such as weekly, monthly, or annual. This strategy can be accompanied by promotions, such as discounts for new customers or loyalty programs for existing customers. Flexibility in pricing and subscription terms will increase the perceived value of the product and encourage purchases.

**Opportunities:** PT PP Semarang Demak needs to optimally utilize external opportunities to expand its market and increase LOS product penetration. The primary strategy is the use of digital technology for marketing and promotion, one of which is through Location-Based Advertising (LBA), which allows promotional messages to be sent directly to potential customers around the Semarang–Demak Toll Road operational area. Location-based promotions increase message relevance and the likelihood of converting interest into purchases.

Furthermore, companies can leverage collaboration opportunities with high-mobility industrial sectors such as logistics, manufacturing, and transportation. Corporate partnership programs can provide cost and time efficiencies, such as discounts for a specific number of vehicles or integrated payment systems with fleet management. This strategy increases the volume of LOS users while broadening the product's image as a technology solution with tangible economic benefits. Another opportunity is the trend of societal digitalization and government support for the digital transformation of transportation. PT PP Semarang Demak can capitalize on this momentum to strengthen LOS's position as a product in line with the government's vision of building technology-based infrastructure. LOS marketing can be linked to national development narratives, energy efficiency, and congestion reduction, so that the product is viewed not only in terms of function but also in terms of broader social and economic contributions.

**Threats:** In facing external threats, PT PP Semarang Demak needs to focus on increasing customer trust, strengthening digital security systems, and building long-term loyalty. The main threats are concerns about personal data security, low public adaptation to new technologies, and competition with

conventional toll payment systems. To overcome these, the company needs to implement a standardized data security system and communicate it transparently through digital media, brochures, and direct promotions. This transparency will build customer trust in the LOS system, which according to (Mowen & M., 2007) is a fundamental factor in forming purchase intentions.

Furthermore, public resistance to technology can be overcome through ongoing outreach and education through collaboration with the BPJT (Indonesian Toll Road Authority), automotive communities, and E-Toll card management companies. Outreach can include short training sessions on LOS usage, technology exhibitions, and trial facilities at strategic locations. Companies can also implement special promotional programs in the form of low-cost or free trial packages. This strategy allows potential users to experience the benefits of LOS without significant financial risk, thereby increasing trust, perceived product value, and long-term purchase intentions. As a supporting measure, PT PP Semarang Demak needs to strengthen its digital-based customer service system to handle feedback, complaints, and questions quickly and professionally. Responsive customer service will increase user satisfaction, influence loyalty and repurchase intentions. Thus, external threats can be minimized by increasing trust, educating the market, and optimizing service quality.

## **CONCLUSION AND RECOMMENDATIONS**

Based on the results of research on the development strategy for the Semarang-Demak Automatic Lane (LOS) service based on SWOT analysis in increasing customer usage intentions at PT PP Semarang Demak, the following conclusions can be drawn:

1. The analysis shows that the LOS service's primary strengths are transaction time efficiency, ease of use, and the implementation of modern RFID-based technology. These advantages provide added value for users, particularly in improving travel smoothness and comfort during toll transactions. These strengths serve as strategic capital for the company in increasing its service competitiveness amidst the growing digitalization of the transportation sector.
2. On the downside, LOS services still face several challenges, including relatively high initial costs, limited subscription periods, and an inefficient registration process. Furthermore, the lack of an integrated mobile app impacts the user experience, resulting in low interest in continued use.
3. Opportunities for developing LOS services remain wide open, supported by the digitalization trend in society, the need for efficiency in the logistics sector, and the potential for collaboration with companies in industrial areas surrounding the Semarang-Demak Toll Road. Leveraging these opportunities can drive increased user numbers and strengthen LOS's position as a technology-based service innovation in the transportation sector.
4. The threats faced include people's continued reliance on conventional e-toll payment systems, concerns about user data security, and the potential

emergence of similar technologies from competitors. Therefore, a strategy focused on increasing trust, ease of use, and more intensive outreach is needed to encourage increased intention to use LOS services.

Based on the results of the SWOT analysis, several development strategies were formulated that can be implemented by PT PP Semarang Demak, including:

1. SO (Strength–Opportunity) Strategy: leveraging the power of LOS technology to expand the market through digital promotions and strategic collaborations with industrial sectors and logistics business players.
2. WO (Weakness–Opportunity) Strategy: improving the service system by developing digital-based applications that simplify the registration and subscription renewal process, as well as adjusting the pricing policy to be more flexible and competitive.
3. ST (Strength–Threat) strategy: using technological advantages to strengthen brand image and increase customer trust through data security assurance and service transparency.
4. WT (Weakness–Threat) Strategy: making internal improvements to operational systems and improving public communication so that product information is more easily accessed and understood by the public.

Overall, this study concludes that the success of the LOS product development strategy in increasing customer purchase intention is highly dependent on the extent to which PT PP Semarang Demak is able to optimize its internal strengths and external opportunities, while minimizing existing weaknesses and threats. An integrated, customer-oriented, and adaptive strategy to technological developments will strengthen LOS's position in the market and increase customer trust and purchase intention in a sustainable manner.

## **ADVANCED RESEARCH**

This study confirms that the SWOT-based development strategy of the Automatic Lane (LOS) service at PT PP Semarang Demak plays an important role in increasing customer purchase intention through technological innovation, operational efficiency, and customer-oriented service improvement. The optimization of RFID technology, digital services, data security, and strategic collaboration has strengthened the competitiveness and sustainability of LOS services in the transportation sector.

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