

CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

This final chapter outlines the core conclusions derived from the research data and provides actionable recommendations. The insights presented here directly satisfy the research objectives formulated at the beginning of this study and offer a practical operational path for the enterprise.

6.1. Conclusion

Based on the application of the SWOT-AHP methodology at Toko Hazila, the following conclusions can be drawn:

1. The internal and external strategic factors affecting Toko Hazila were successfully identified through SWOT analysis. The internal factors consist of strengths and weaknesses related to operational activities, service quality, product offerings, promotion, and management systems. The external factors consist of opportunities and threats originating from market conditions, customer demand, technological developments, competition, and economic conditions.
2. The synthesis of environmental factors generated 4 distinct strategic alternatives designed to stabilize daily workflows, enhance market exposure, and diversify revenue streams.
3. The analytical hierarchy process successfully eliminated subjective bias from the strategic evaluation, achieving a mathematically valid consistency ratio (CR) value is well below the maximum threshold ($CR < 0.1$).
4. The final global synthesis determines that A4, which establishes WhatsApp-Based Pre-Ordering Services and Micro-Institutional Business-to-Business Contracts, is the absolute priority path with a dominant global weight of 0.3352. A1, involving Launching Value-Added Document Services including Laminating, Thesis Binding, and Heavy-Duty Finishing, ranks second with a weight of 0.3249. A2, focused on physical and digital marketing, ranks third

with weight of 0.2000. Finally, A3, regarding a digital inventory and multi-skilled workforce schedule, represents a long-term secondary refinement with the lowest global weight of 0.1399.

6.2. Recommendations

The following actionable steps are recommended based on the prioritized strategic roadmap:

1. For the Management of Toko Hazila: Immediately launch the WhatsApp Business pre-ordering channel to eliminate late-afternoon customer printing bottlenecks and distribute workloads to low-traffic morning hours. Concurrently, allocate initial capital reserves to acquire thermal laminating and manual comb-binding machinery to capture high-margin student demand and insulate the business against stationery price competition from surrounding minimarkets. Low-cost directional street signage should also be deployed to counter the visibility limitations of the secondary commercial block.
2. For Future Research: Extend this study by implementing discrete event simulation modeling to precisely quantify the reduction in customer queue waiting times achieved by the digital pre-ordering system. Furthermore, researchers can extend the multi-criteria decision model by incorporating financial budgeting constraints directly into the hierarchy to optimize resource allocation as the enterprise matures. Toko Hazila should prioritize the implementation of strengthening customer loyalty through superior service which obtained from the AHP analysis to maximize business development effectiveness.