



Proposed Marketing Strategy to Increase Sales Turnover at Retail Store X Using SWOT and QSPM Analysis

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Abstract. Toko Retail X, a retail store, provides a variety of daily needs. The Southeast Sulawesi province's Baubau City is home to Toko Retail X, which was formed in 2010. Toko Retail X has been around recently. As a result of Toko Retail X's strategy of constantly adding new products, it is believed that the reduction in profitability results from a need for more knowledge about internal and external elements that affect the business environment. Several techniques were used in the study process, such as the QSPM (quantitative strategic planning matrix), SWOT strategy matrix, and analysis of Toko Retail X's internal and external elements. Toko Retail X's advantages and disadvantages are among the identified internal factors. Porter's Five Forces Model, Toko Retail X prospects and threats, and the IE matrix are among the external aspects identified to ascertain the company's current situation. The SWOT and QSPM strategy matrices will also be utilized to develop and choose corporate strategies. Toko Retail X's position in Region II, where this position signifies growth and build, is indicated by the research results. This means that the developed strategy can concentrate on product development to increase the applications of the product, market penetration to grow the existing businesses, and market development to reach new markets with our current products. The eleven options that make up the final approach have been given a ranking. Developing social media to showcase Toko Retail X's details and answer customer inquiries about the products they wish to purchase is the highest ranking.

Keywords: Matriks IFE, Matriks EFE, Matriks IE, QSPM, Swot

INTRODUCTION

The growing era makes business competition tighter in Indonesia. Business competition is determined by strategies applied to attract consumers. The strategy applied aims to make consumers buy the products offered. Retail business is retail sales that encompasses all activities such as the sale of goods or services provided directly to consumers. Retail business is measured by the real sales index (IPR) in Indonesia. The IPR had decreased due to covid-19 but began to improve in 2023.

Retail Store X has a sales decline problem that occurred in 2021-2022. Based on the interviews conducted, the problems that occur are increasingly fierce competition, have never conducted a strategy analysis that is suitable for business, lack of strategies owned and have

never carried out internal and external identification. Problems that occur in Retail Store X will be overcome by using the SWOT (*Strength, Weakness, Opportunities, Threats*) and QSPM (*Quantitative Strategic Planning Matrix*) methods to produce strategies that can be used by Retail X Stores.

LITERATURE

Strategy management is a science that discusses the art of formulation, implementation, and evaluation that is in an organization to achieve a certain goal (David, 2007). The challenge faced in designing a management strategy for a business is to increase turnover and be able to compete with existing competitors. This is because there are problems that must be identified first, especially in external and internal factors that have an influence on the condition of an organization or a business involved in making management strategies. Internal challenges in designing strategic management can be in the form of resilience possessed by a business, for example very rapid technological changes so that a business that is built has obstacles keeping up with the times.

Changes in reality that occur in an environment that results in companies must be able to change from within following the changes that occur so that they do not follow the system they have long used (David, 2007). External challenges are also a problem in strategic management design because they consider the upcoming threats from competitors who have a much better strategy. Threats (*threads*) and opportunities (*opportunities*) are one of the important factors because they include the performance of a business in facing challenges. Threat factors (*threads*) and opportunities (*opportunities*) cannot be overcome properly, this can result in disruption of the goals to be achieved by an organization (Yam, 2020).

SWOT strategy matrix is a design that helps make strategies that will be applied based on the position of internal and external factors of the company. Design made by combining internal factors and internal factors that have been identified (Yam, 2020). The *Quantitative Strategic Planning Matrix* (QSPM) method is a decision-making stage where this method will evaluate several strategies objectively based on external and internal factors that have been identified previously. The choice of this strategy will be seen from the Total Attractiveness Value (TNDT). The value of the existing alternative and having the highest attractiveness value will be chosen as the most appropriate strategy (Yam, 2020).

METHOD

The research conducted has a combined type of qualitative and quantitative. Qualitative research is used in data collection by conducting interviews to obtain Internal factors and External factors using the help of *Porter's five forces* model method. Quantitative research uses SWOT analysis (*Strength, Weakness, Opportunities, Threats*) and QSPM (*Quantitative Strategic Planning Matrix*) for data processing from the results of internal and external factors obtained. Research on internal and external factors was carried out at the X Retail Store located in Baubau City carried out in October – December 2023.

DISCUSSION

Internal factor collection was conducted by interviewing 20 customers and owners of Retail Store X. External factor collection was conducted by interviewing store owners and observations and assisted by porter's five forces model. The following are the results of the identification of internal and external factors.

Table 1. Collection of internal and external factors

No	Internal Factors
Strengths	
1	Strategic Location
2	Free parking
3	Fittings
4	Long Operating Hours
5	Good Customer Service
Weaknesses	
1	Limited parking space
2	Lack of Marketing Activities
3	Does not provide online purchases
4	Poor Stock Management
No	External factors
Opportunities	
1	Growing Population Growth
2	Product Completeness in Baubau City
3	Increasingly Advanced Technology
4	Retail Sales Increase
Threats	
1	The Number of Trading Facilities in Baubau City Increases
2	Low Buyer Switching Cost
3	Strict Price Competition

The collection produced internal and external factors owned by Retail Store X. The identified factors will be used in the SWOT matrix. Here is a SWOT Matrix of internal factors and external factors.

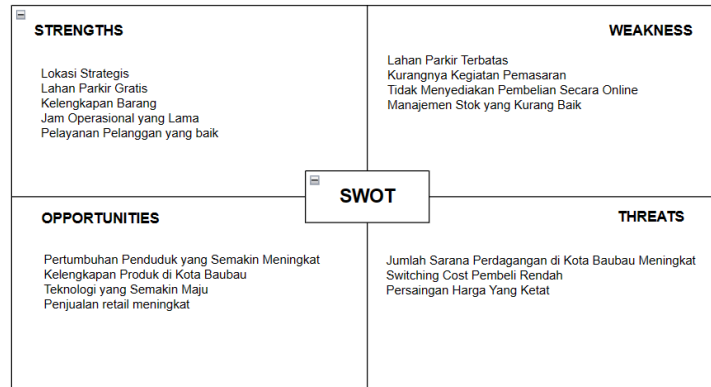


Figure 1. Matriks SWOT

The SWOT matrix obtained will be weighted using the *Analytic Hierarchy Process (AHP)* method. Weighting is carried out on 5 people with certain criteria based on internal factors and external factors. Weighting on 5 people internal factors have criteria for existing customers of Retail Store X and dominant customers shopping at Retail Store X. Weighting is done by comparing each internal factor identified. The following are the weighting results on internal factors.

Table 2. Internal factor weighting

Internal Factors	Weight	Weight	Internal Factors
Strategic Location	9		Free parking
		1	Fittings
	5		Long Operating Hours
		5	Good Customer Service
	5		Limited parking space
		5	Lack of Marketing Activities
	3		Does not provide online purchases
	1	Poor Stock Management	

Subsequent processing is the weighting of external factors. The weighting of external factors is carried out by 5 people with the criteria of retail workers or retail business owners. The following is a weighting of external factors carried out.

Table 3. Weighting of external factors

External factors	Weight	Weight	External factors
Growing Population Growth	1		Product Completeness in Baubau City
		1	Increasingly Advanced Technology
	3		Retail Sales Increase
	5		The Number of Trade Facilities in Baubau City Increases
		7	Low Buyer Switching Cost
		5	Strict Price Competition

Processing continues by finding *the eigenvector* value to determine the strength of each factor identified. The *eigenvector value* will help to show the position of the strength of internal factors and external factors. The following is the result of *the eigenvector* of internal factors and external factors obtained from the weighting results.

Table 4. Internal and external eigenvector

Sub-Criteria	<i>Eigenvector</i>
Strategic Location	0,09
Free parking	0,07
Fittings	0,22
Long Operating Hours	0,04
Good Customer Service	0,20
Limited parking space	0,06
Lack of Marketing Activities	0,08
Does not provide online purchases	0,06
Poor Stock Management	0,19
Growing Population Growth	0,08
Product Completeness in Baubau City	0,13
Increasingly Advanced Technology	0,11
Retail Sales Increase	0,07
The Number of Trading Facilities in Baubau City Increases	0,05
Low Buyer Switching Cost	0,33
Strict Price Competition	0,25

The next processing is a rating carried out by the shop owner. *The rating* given has a value of 1 (very weak) to 4 (Very strong). *Rating* assessments carried out specifically for internal

factors on weaknesses only range from 1 to 2 and strengths 3 to 4. The following is a rating of internal factors that have been given by the owner of Retail Store X.

Table 5. Internal factor rating

Internal Factors	Rating
Strategic Location	4
Free parking	3
Fittings	4
Long Operating Hours	3
Good Customer Service	4
Limited parking space	1
Lack of Marketing Activities	1
Does not provide online purchases	1
Poor Stock Management	1

Subsequent processing is the rating given to external factors. The rating ranges from 1 (Poor) to 4 (Very Good). The assessment given does not have certain criteria such as ratings on internal factors. The following are ratings given to external factors.

Table 6. Rating of external factors

External factors	Rating
Growing Population Growth	4
Product Completeness in Baubau City	4
Increasingly Advanced Technology	4
Retail Sales Increase	3
The Number of Trading Facilities in Baubau City Increases	4
Low Buyer Switching Cost	3
Strict Price Competition	2

The next processing is the calculation of the internal factor score from the results of *eigenvector multiplication* and the rating that has been obtained. The multiplication results will be summed up to get the total *internal score*. The score calculation will display the strength of the internal factors. Here is the *internal factor* score.

Tabel 7. Skor faktor internal

No	Internal Factors	IFE Weights	Rating	Score
1	Strategic Location	0,09	4	0,37
2	Lahan Parkir Gratis	0,07	3	0,20
3	Kelengkapan Barang	0,22	4	0,89
4	Jam Operasional yang Lama	0,04	3	0,12
5	Pelayanan Pelanggan yang baik	0,20	4	0,80
6	Lahan Parkir Terbatas	0,06	1	0,06
7	Kurangnya Kegiatan Pemasaran	0,08	1	0,08
8	Tidak Menyediakan Pembelian Secara <i>Online</i>	0,06	1	0,06
9	Manajemen Stok yang Kurang Baik	0,19	1	0,19
The Strength of Internal Factors				2,75

The next processing is the calculation of *scores* on external factors obtained from the results of *eigenvector multiplication* and *rating*. The multiplication results will be summed so as to get the total *external score*. The score calculation will display the strength of external factors. Here is the *external* factor score.

Table 8. Internal factor score

No	External factors	IFE Weights	Rating	Score
1	Growing Population Growth	0,08	4	0,31
2	Product Completeness in Baubau City	0,13	4	0,52
3	Increasingly Advanced Technology	0,11	4	0,42
4	Retail Sales Increase	0,07	3	0,20
5	The Number of Trading Facilities in Baubau City Increases	0,05	4	0,19
6	Low Buyer Switching Cost	0,33	3	0,98
7	Strict Price Competition	0,25	2	0,50
The Strength of External Factors				3,11

The results of the strength of the internal factor and the strength of the external factor are 2.75 and 3.11. This result will show the position of Retail Store X. The position obtained from this result will be looked at the internal and external matrices to determine a suitable strategy for Retail Store X. Positioning can be seen in the following external internal matrix.

Table 9. IE matrix (Internal external)

		Internal Factor Evaluation		
		Strong	Average	Weak
		3.0-4.0	2.0-2.99	1.0-1.99
External Factor Evaluation	Strong	1	2	3
	3.0-4.0			
	Average	4	5	6
	2.0-2.99			
Weak	7	8	9	
1.0-1.99				

The strength of the external factor is 3.11 (strong), and the internal component's strength is 2.75 (average), according to the IE matrix. As a result, the IE factor's quadrant of strength is 2. Retail Store X's growing and strengthening position is indicated by its position in quadrant two, as per David (2011). In order to support Retail Store X's expansion and growth, the strategy will be created with their needs in mind. Strategy design is done using the SWOT strategy matrix to construct a strategy that works for Retail Store X's growth and development position, as is depicted in the following SWOT Strategy Matrix.

Tabel 10. Matriks strategi SWOT

		Opportunities (O)		Threats (T)	
		1. Growing Population Growth	2. Product Completeness in Baubau City	1. The Number of Trading Facilities in Baubau City Increases	2. Strict Price Competition
		3. Increasingly Advanced Technology	4. Retail Sales Increase	3. Low Buyer Switching Cost	
Strengths (S)		Strategi S-O		Strategi S-T	
1. Strategic Location	2. Free parking	1. Create ads with a focus on selling your strengths (S2, S3, S4, O3) 2. renovate the place where the product is placed to make it look more attractive (S3, O4)		1. Improve Service and Shopping Experience by holding Members for consumers (S5, T1, T2, T3)	2. Make dress designs from products sold ranging from formal to casual to make consumers interested (S3, T3)
3. Fittings	4. Long Operating Hours			3. create a discount program with a minimum purchase so that consumers buy more (S3, T2, T3)	4. Create a rating system for the best employees by giving rewards (S5, O3)
5. Good Customer Service					
Weaknesses (W)		Strategi W-O		Strategi W-T	
1. Limited	2. Lack of	1. Create an	2. Utilize	1. Creating social	2. Collaborate

Parking Lot	Marketing Activities	online store and simple delivery if possible so that consumers do not have to come directly to the store (W1, W3, O1, O2)	technology such as applications, Excel or similar services to manage stock availability (W4, O2, O3)	media that displays Retail Store X with various information and provides services to ask for products that consumers want to buy. (W2, T1, T2, T3) 3 . Allocate a place that can be changed to be a location for adding goods or parking by renting or utilizing vacant space (W1, T3)	with suppliers to create special products for Retail X Stores (W2, T2, T3)
3. Does not provide online purchases	4. Poor Stock Management				

As a result of the merging, eleven different approaches became feasible. They are putting strategies into four groups: opportunities and strengths (SO), opportunities and threats (ST), opportunities and weaknesses (WO), and threats and weaknesses (WT). After that, the store owner will evaluate each possible strategy and rank them based on how important Retail Store X is. Quantitative Strategic Planning Matrix, or QSPM, analysis will be performed on the completed evaluation. QSPM (Quantitative et al.) ranks the strategies according to importance for the operating company. Key elements are examined as a point of reference for the assessment to determine the degree of interest in each alternative method. Scores ranging from 1 (least attractive) to 4 (beautiful) represent the attractiveness score (AS). Based on the total attractiveness score (TAS), the degree of interest expressed will determine the subsequent strategy. Business owners' assessments of attractiveness score (AS) and the weight of the obtained respondents multiplied to yield the value derived from TAS.

Tabel 11. Matriks 1 QSPM

Key Factor Weight	Weight	Create ads with a power focus		Renovating the Place of Product Placement		Establish a member system	
		AS	TAS	AS	TAS	AS	TAS
Strength							
Strategic Location	0,09	3	0,28	-	-	-	-
Free parking	0,07	4	0,26	-	-	-	-
Fittings	0,22	4	0,89	4	0,89	2	0,44
Long Operating Hours	0,04	4	0,16	-	-	-	-
Good Customer Service	0,20	4	0,80	-	-	3	0,60
Weaknesses							

Limited parking space	0,06	-	-	-	-	-	-
Lack of Marketing Activities	0,08	4	0,31	-	-	-	-
Does not provide online purchases	0,06	-	-	-	-	-	-
Poor Stock Management	0,19	-	-	3	0,57	-	-
Chance							
Growing Population Growth	0,08	2	0,15	-	-	2	0,15
Product Completeness in Baubau City	0,13	-	-	-	-	-	-
Increasingly Advanced Technology	0,11	4	0,42	1	0,11	3	0,32
Retail Sales Increase	0,07	2	0,13	2	0,13	2	0,13
Threat							
The Number of Trading Facilities in Baubau City Increases	0,05	3	0,14	1	0,05	4	0,19
Low Buyer Switching Cost	0,33	3	0,98	4	1,30	4	1,30
Strict Price Competition	0,25	3	0,75	3	0,75	3	0,75
Total TAS			5,27		3,79		3,89

The total *attractiveness score* of TAS was obtained from three alternative strategies assessed. The three strategies are to create ads with a focus on strength having a total of 5.27 TAS, renovating product placement places having a total of 3.79 TAS, and holding a member system having a total of 3.89 TAS. Next will make an assessment on the rest of the strategies that have been made.

Tabel 12. Matriks 2 QSPM

Key Factor Weight	Weight	Creating Eloquent Product Dress Designs		Discount Promo with Certain Purchase Amount		Officer Assessment Program and Gifts	
		AS	TAS	AS	TAS	AS	TAS
Strength							
Strategic Location	0,09	-	-	-	-	-	-
Free parking	0,07	-	-	-	-	-	-
Fittings	0,22	4	0,89	4	0,89	-	-
Long Operating Hours	0,04	-	-	-	-	-	-
Good Customer Service	0,20	3	0,60	-	-	4	0,80
Weaknesses							
Limited parking space	0,06	-	-	-	-	-	-
Lack of Marketing	0,08	3	0,23	4	0,31	-	-

Activities							
Does not provide online purchases	0,06	-	-	-	-	-	-
Poor Stock Management	0,19	-	-	-	-	3	0,57
Chance							
Growing Population Growth	0,08	2	0,15	2	0,15	-	-
Product Completeness in Baubau City	0,13	-	-	-	-	-	-
Increasingly Advanced Technology	0,11	2	0,21	-	-	-	-
Retail Sales Increase	0,07	3	0,20	3	0,20	-	-
Threat							
The Number of Trading Facilities in Baubau City Increases	0,05	3	0,14	4	0,19	4	0,19
Low Buyer Switching Cost	0,33	3	0,98	4	1,30	4	1,30
Strict Price Competition	0,25	2	0,50	4	0,99	4	0,99
Total TAS			3,90		4,03		3,85

The total *attractiveness score* of TAS was obtained from three alternative strategies assessed. The three strategies are to make a dress design with a total of 3.90 TAS, make a discount promo with a certain purchase amount to have a total of 4.03 TAS, and make an employee rating program and prizes get a *rating of* 3.85 TAS. It will then continue to assess the remaining strategy alternatives that have been identified.

Tabel 13. Matriks 3 QSPM

Key Factor Weight	Weight	Creating an Online Store and Simple Shipping		Utilizing the application to organize stock		Create Social Media and provide Enquiry Services	
		AS	TAS	AS	TAS	AS	TAS
Strength							
Strategic Location	0,09	-	-	-	-	-	-
Free parking	0,07	-	-	-	-	-	-
Fittings	0,22	4	0,89	4	0,89	4	0,89
Long Operating Hours	0,04	2	0,08	-	-	-	-
Good Customer Service	0,20	3	0,60	-	-	4	0,80
Weaknesses							
Limited parking space	0,06	-	-	-	-	-	-
Lack of Marketing	0,08	2	0,15	-	-	4	0,31

Activities							
Does not provide online purchases	0,06	4	0,23	-	-	2	0,12
Poor Stock Management	0,19	-	-	4	0,76	-	-
Chance							
Growing Population Growth	0,08	4	0,31	-	-	3	0,23
Product Completeness in Baubau City	0,13	-	-	-	-	-	-
Increasingly Advanced Technology	0,11	4	0,42	4	0,42	4	0,42
Retail Sales Increase	0,07	4	0,27	-	-	2	0,13
Threat							
The Number of Trading Facilities in Baubau City Increases	0,05	4	0,19	2	0,09	4	0,19
Low Buyer Switching Cost	0,33	2	0,65	3	0,98	4	1,30
Strict Price Competition	0,25	4	0,99	2	0,50	4	0,99
Total TAS			4,78		3,63		5,39

The total *attractiveness score* of TAS was obtained from three alternative strategies assessed. The three strategies are to create an *online store* and simple delivery has a total of 4.78 TAS, utilize the application to manage stock has a total of 3.63 TAS, and make social media and provide asking services have a total of 5.39 TAS. Next is the rest of the last alternative strategy that has been made.

Tabel 14. Matriks 4 QSPM

Key Factor Weight	Weight	Collaboration With Suppliers To Create Specific Products		Blinding Parking Spaces By Renting or Allocating Vacant Spaces	
		AS	TAS	AS	TAS
Strength					
Strategic Location	0,09	-	-	3	0,28
Free parking	0,07	-	-	4	0,26
Fittings	0,22	-	-	-	-
Long Operating Hours	0,04	-	-	-	-
Good Customer Service	0,20	-	-	-	-
Weaknesses					
Limited parking space	0,06	-	-	4	0,22
Lack of Marketing Activities	0,08	-	-	-	-
Does not provide online purchases	0,06	-	-	-	-

Poor Stock Management	0,19	2	0,38	-	-
Chance					
Growing Population Growth	0,08	1	0,08	4	0,31
Product Completeness in Baubau City	0,13	2	0,26	-	-
Increasingly Advanced Technology	0,11	2	0,21	-	-
Retail Sales Increase	0,07	4	0,27	4	0,27
Threat					
The Number of Trading Facilities in Baubau City Increases	0,05	3	0,14	4	0,19
Low Buyer Switching Cost	0,33	2	0,65	3	0,98
Strict Price Competition	0,25	4	0,99	4	0,99
Total TAS			2,98		3,50

The above results are obtained in the strategy of cooperation with suppliers to make special products A total result of 2.98 TAS and making a parking space by renting or allocating vacant space has a total value of 3.50 TAS. The results of each alternative strategy above will show the priority of the strategy that can be done at Retail Store X. *The ranking* is sorted by the highest to lowest TAS total *attractiveness score* . The following is a recap of the *ranking* results which can be seen in Table III.27 recap of alternative ranking strategies.

Tabel 15. Matriks 5 QSPM

No	Rangking Alternative Strategies	Total TAS
1	Create Social Media and provide Enquiry Services	5,39
2	Create ads with a power focus	5,27
3	Creating <i>an Online</i> Store and Simple Shipping	4,78
4	Discount Promo with Certain Purchase Amount	4,03
5	Creating Fashion Product Dress Designs	3,90
6	Establish a member system	3,89
7	Officer Assessment Program and Gifts	3,85
8	Renovating the Place of Product Placement	3,79
9	Utilizing the application to organize stock	3,63
10	Blinding Parking Spaces By Renting or Allocating Vacant Spaces	3,50
11	Collaboration With Suppliers To Create Specific Products	2,98

The result obtained is that the highest total *attractiveness score* of TAS is in the strategy of making social media and providing questioning services, from this result Retail X Store can immediately apply this strategy to be applied. The choice of using a strategy based on the wishes of the owner does not have to take one alternative but can use other ratings such as taking ratings one to five or overall to use. Therefore, by getting a *ranking of* every alternative strategy that

exists, Retail Store X no longer experiences obstacles in implementing strategies for business development and development in order to compete with competitors.

CONCLUSION

Nine internal and seven external factors were found. The evaluation of the goods' completeness dominates the internal variables, while the customers' low switching cost factors dominate the external factors. Regarding the IFE assessment, the internal factor strength score is 2.75, indicating an average level of strength. In contrast, the external factor strength score of 3.11 indicates a strong influence from external factors. Eleven approaches can be used, depending on internal and external conditions.

To develop strategies that concentrate on expanding and creating segments, alternative strategies are derived from the grouping of SWOT strategies as in subchapter III.10. Building social media and offering customers questioning services is one tactic that may be employed based on the outcomes of the Quantitative Strategic Planning Matrix (QSPM) processing based on the ranking order completed. Due to the owners' and respondents' evaluations, the selected strategy had the most outstanding overall attractiveness score (TAS). Retail X Stores can implement tactics that revolve around social media creation and consumer questioning services as their primary pitch.

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