



## Shoe Product Marketing Strategy Using SWOT Analysis Method with IFAS and EFAS Matrices at PT. Bagoes Tjipta Karya

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### Article Info

#### Article history

Accepted : June 20, 2024

Revised : July 20, 2024

Accepted : August 15, 2024

Published : August 31, 2024

#### Keywords:

Marketing Strategy

Shoe

SWOT

IFAS and EFAS

### ABSTRACT

The marketing strategy of shoe products at PT. Bagoes Tjipta Karya was analyzed using the SWOT method with the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrix approaches. This research aims to identify internal and external factors that affect the competitiveness of companies in the midst of increasingly fierce competition in the shoe industry. Data was collected through observation, interviews, and documentation studies, then analyzed by giving weight and rating to each factor. The results of the study show that the company's main strength lies in its business-friendly working principles, a simple bureaucratic system, and competitive production prices. Meanwhile, the weaknesses include less than optimal digital promotion and low quality of human resources. Externally, opportunities such as potential markets and high industrial growth must be taken advantage of, while threats such as local competition and fluctuations in raw material prices need to be addressed. Based on the analysis, the company is in a stable growth strategy position, with strategic recommendations such as increasing production capacity, improving digital promotion, and strengthening the marketing network. These findings make a practical contribution to the development of adaptive marketing strategies for the local shoe industry.



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DOI: <https://doi.org/10.35891/jkie.v11i2.6203>

### 1. Introduction

Indonesia's local shoe industry has shown rapid growth in the past decade, driven by the growing domestic product love movement and government policy support (Ministry of Industry of the Republic of Indonesia, 2019). Nevertheless, the Indonesian Footwear Association (Aprisindo) noted that imported products still dominate around 40% of the domestic market share, with annual growth reaching 7% (Aprisindo, 2019). PT. Bagoes Tjipta Karya as one of the industry players faces

multidimensional challenges, ranging from increasingly dynamic changes in consumer behavior to competitive pressure from global brands that have economies of scale advantage.

Strategic analysis is an urgent need in dealing with this market complexity. The SWOT approach reinforced with IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices offers an evaluation framework (Sintya, 2020). This method allows companies not only to identify competitive advantages such as the uniqueness of designs based on local wisdom, but also to measure the impact of external factors such as the implementation of the Regulation of the Minister of Industry No. 16/2016 concerning Domestic Component Levels (TKDN) for footwear products.

This research has three main objectives: (1) Analyze critical internal factors through the IFAS matrix which includes production capabilities, brand strength, and operational efficiency; (2) Evaluate strategic external factors through the EFAS matrix including marketing digitalization trends, millennial consumer preferences, and competition intensity; and (3) Formulate an integrated marketing strategy based on the results of SWOT-IFAS-EFAS analysis. The implementation target is to increase market share by 12% within two years.

The significance of this research lies in an analytical approach that is adaptive to the characteristics of the creative industry. As Grant (2021) revealed by his research on SME marketing strategies, the IFAS/EFAS framework has proven to be effective for industries with high market dynamics. The findings of the research are expected not only to benefit PT. Bagoes Tjipta Karya, but it can also be a reference model for other local shoe industry players in the face of market disruption.

## 2. Literature Review

### 1) Marketing

Marketing is one of the important aspects in the business world that focuses on trying to meet the needs and desires of consumers through the exchange of value. According Kotler et al (2015) to marketing is a social and managerial process in which individuals or groups acquire what they need through the creation, offering, and exchange of valuable products. In a business context, marketing not only includes selling products, but also involves market analysis, segmentation, targeting, and strategy development to achieve a competitive advantage (Panjaitan, 2018).

One of the main concepts in marketing is the marketing mix, which consists of 4Ps (Product, Price, Place, Promotion) or 7Ps (with the addition of People, Process, and Physical Evidence) (Tenda et al., 2022). This marketing mix assists companies in crafting effective strategies to attract and retain customers. For example, in the shoe industry, factors such as product quality, competitive pricing, wide distribution, and creative promotion are key to marketing success.

### 2) SWOT Analysis

SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is a strategic planning method used to evaluate internal and external factors that affect the performance of an organization or business (Destyarini & Tanaamah, 2021). This method helps companies identify internal strengths and weaknesses as well as external opportunities and threats, so that it can formulate the right strategy.

#### a. Internal Factors (IFAS - Internal Factor Analysis Summary)

- Strengths : The resources or advantages that the company has, such as brand reputation, product quality, or operational efficiency.
- Weaknesses: Aspects that hinder the company's performance, such as limited human resources, less modern technology, or less effective management.

#### b. External Factors (EFAS - External Factor Analysis Summary)

- Opportunities: Market trends, government policies, or technological developments that companies can take advantage of.

- Threats: External factors that have the potential to disrupt business, such as fierce competition, fluctuations in raw material prices, or changes in consumer preferences.

SWOT analysis is often combined with IFAS and EFAS matrices to provide a quantitative assessment of each factor (Qodriyah et al., 2020). This approach allows companies to prioritize strategies based on assigned weights and ratings (Benget et al., 2019). In this case, SWOT analysis is used to identify effective marketing strategies, such as:

- a. SO (Strengths-Opportunities) Strategy: Harnessing internal strengths to seize external opportunities, e.g. increasing production capacity to meet potential market demand.
- b. ST (Strengths-Threats) Strategy: Using power to mitigate threats, such as maintaining competitive prices to counter competitors.
- c. WO (Weaknesses-Opportunities) Strategy: Overcome weaknesses by taking advantage of opportunities, for example increasing digital promotions to reach a wider market.
- d. WT (Weaknesses-Threats) Strategy: Minimize weaknesses and threats, such as improving the quality of human resources to reduce reliance on manual labor.

With this approach, companies can formulate strategies that are not only reactive but also proactive in dealing with market dynamics.

### 3. Methodology

#### 1) Place and Time of Research

This research was conducted at PT. Bagoes Tjipta Karya, which is located in Ampel Sari Hamlet, Tambak Sari Village, Purwodadi District, Pasuruan Regency. The selection of this location is based on the focus of research, namely the marketing strategy of shoe products produced by the company. Data collection was carried out for 3 months, including field observations, in-depth interviews, and documentation studies to ensure that the data obtained was comprehensive and accurate.

#### 3) Types and Techniques of Data Collection

This study uses qualitative and quantitative data to support a holistic analysis. Qualitative data was obtained through semi-structured interviews and direct observation of the company's marketing and operational processes. Meanwhile, Quantitative data is in the form of assessment scores from respondents (employees and customers) which are measured using a Likert scale of 1–4 for SWOT factors.

#### 4) SWOT Analysis with IFAS and EFAS Matrix

Data analysis was carried out using a SWOT approach combined with IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices to provide a quantitative assessment. The steps are as follows:

- a. Identification of factors, including internal and external factors
- b. Giving weight and rating, namely each factor is weighted (0–1) based on its level of importance and rating (1–4) based on its influence on the company. The formula used in calculating weights is as follows:

$$Bobot = \frac{\text{Total skor faktor}}{\text{Total skor keseluruhan}}$$

- c. IFAS and EFAS Matrix:
  - IFAS: Calculates total strength and weakness scores.
  - EFAS: Calculates the total score of opportunities and threats.
- d. The SWOT cartesian chart, IFAS and EFAS results are plotted on the chart to determine the strategic position of the company.
  - Quadrant I: It is a very favorable situation.

- Quadrant II: The company faces a large market share opportunity, but the company faces internal weaknesses.
  - Quadrant III: This is a very unfavorable situation for the company.
  - Quadrant IV: This position signifies a strong company but faces great challenges.
- e. Strategy Formulation:
- SO Strategy: Increase production capacity to tap into potential markets.
  - WO Strategy: Improve digital promotion to reach a wider range of consumers.

#### 4. Results and Discussion

##### 1) Determining IFAS Matrix and EFAS Matrix

Table 1. Determination of IFAS Weight Value

Internal Strategy Factors	Answer Options				Valuation	Weight
	1	2	3	4		
<b>Strength (strenght):</b>						
1. Working principles that suit the business			✓		3	0,09
2. Employees who know each other.			✓		3	0,09
3. A company that customers already know.			✓		3	0,09
4. A simple and simple bureaucratic system.				✓	4	0,11
5. The production price is cheap but still of high quality.				✓	4	0,11
6. Easy to customize customer requirements.			✓		3	0,09
7. Striving to present the latest types of products.			✓		3	0,09
<b>Sub Total</b>					<b>23</b>	<b>0,67</b>
<b>Weaknesses :</b>						
1. The use of the website as a promotion is less than optimal		✓			2	0,06
2. There are still defective production results.		✓			2	0,06
3. Lack of direct-to-customer salespeople	✓				1	0,03
4. Low Quality of Human Resources.	✓				1	0,03
5. Rarely do engine maintenance.		✓			2	0,06
6. There are no special employees handling the machine.		✓			2	0,06
7. There is no standardization for employee work.	✓				1	0,03
<b>Sub Total</b>					<b>11</b>	<b>0,33</b>
<b>Total</b>					<b>34</b>	<b>1,00</b>

Information:

Weight = twig-total twig x 1

Weight = 4-35x1

Weight = 0.11

Weight = twig-total twigs

Weight = 3-35x1

Weight = 0.09

Weight = twigs-

Weight = 2-35x1

Weight = 0.06

Based on Table 1. There are seven factors that are closely related to the strength factors (strenght), including:

- a. The first factor is about the working principles that are in accordance with the business, with an assessment of 3 and a weight of 0.09 obtained from the calculation that has been processed

- b. The second factor is about employees who know each other, with an assessment of 3 and a weight of 0.09 obtained from the calculation that has been processed.
- c. The third factor is about a simple and simple bureaucratic system, with an assessment of 4 and a weight of 0.11 obtained from the calculation that has been processed.
- d. The fourth factor is about companies that are already known to customers, with a score of 3 and a weight of 0.09 from the calculations that have been processed.
- e. The fifth factor is about the production price that is cheap but still of quality, with an assessment of 4 and a weight of 0.11 obtained from the calculation that has been processed.
- f. The sixth factor is about easily adjusting customer desires, with a score of 3 and a weight of 0.09 from the calculation that has been processed.
- g. The seventh factor is about trying to present the latest type of product, with an assessment of 3 and a weight of 0.09 obtained from the calculation that has been processed.

Based on Table 1. There are also seven factors that are closely related to weaknesses, including:

- a. The first factor regarding the use of the website as a promotion is less than optimal, with an assessment of 2 and a weight of 0.06 obtained from the calculation that has been processed.
- b. The second factor regarding the system is that there are still defective production results, with an assessment of 2 and a weight of 0.06 obtained from the calculation that has been processed.
- c. The third factor is the lack of direct salespeople to the customer, with a score of 1 and a weight of 0.03 from the calculation that has been processed.
- d. The fourth factor is regarding the low quality of Human Resources, with an assessment of 1 and a weight of 0.03 obtained from the calculation that has been processed.
- e. The fifth factor is about rarely performing machine maintenance, with an assessment of 2 and a weight of 0.06 obtained from the calculation that has been processed.
- f. The sixth factor is that there are no special employees who handle the machine, with an assessment of 2 and a weight of 0.06 obtained from the calculation that has been processed.

Table 2: Determination of EFAS Weights

External Strategy Factors	Answer Options				Valuation	Weight
	1	2	3	4		
<b>Opportunities :</b>						
1. The shoe production business has a potential market.				✓	4	0,11
2. The company already has regular customers.				✓	4	0,11
3. Quality of raw materials from good suppliers.				✓	4	0,11
4. Shoe production is often used as a means of promotion.				✓	4	0,11
5. There are no substitute items.			✓		3	0,09
6. High industry growth.			✓		3	0,09
7. Industry positions are important for companies.				✓	4	0,11
<b>Sub Total</b>					<b>26</b>	<b>0,73</b>
<b>Threats :</b>						
1. The number of local competitors is quite large.	✓					
2. Government policies that do not restrict newcomers.		✓				
3. Price-sensitive customers may move to another company.	✓					
4. The price of shoe raw materials fluctuates.	✓					
5. It is difficult to differentiate the products produced.	✓					
6. The industry's fixed costs are high and constantly increasing.		✓				
7. Lack of consumer knowledge of the services offered.	✓					
<b>Sub Total</b>					<b>9</b>	<b>0,27</b>
<b>Total</b>					<b>35</b>	<b>1,00</b>

Information:

Weight = twig-total twig x 1

Weight = 4-35x1

Weight = 0.11

Weight = twig-total twig x 1

Weight = 3-35x1

Weight = 0.09

Weight = twig-total twig x 1

Weight = 2-35x1

Weight = 0.06

Weight = twig-total twig x 1

Weight = 1-35x1

Weight = 0.03

Based on Table 4.2, there are seven factors that are closely related to opportunities factors, including:

- The first factor regarding shoe production has a potential market, with a score of 4 and a weight of 0.11 from the calculation that has been processed.
- The second factor regarding the company already has regular customers, with a rating of 4 and a weight of 0.11 from the calculations that have been processed.
- The third factor is about the quality of raw materials from good suppliers, with a score of 4 and a weight of 0.11 from the calculation that has been processed.
- The fourth factor regarding shoe production is used as a means of promotion, with an assessment of 4 and a weight of 0.11 is obtained from the calculation that has been processed.
- The fifth factor is regarding the absence of substitute goods, with an assessment of 3 and a weight of 0.09 obtained from the calculation that has been processed.
- The sixth factor is about high industrial growth, with an assessment of 3 and a weight of 0.09 obtained from the calculation that has been processed.
- The seventh factor regarding the industrial position is important for the company, with a score of 4 and a weight of 0.11 from the calculations that have been processed.

Based on Table 4.2, there are also seven factors that are closely related to threat factors, including:

- The first factor is the number of local competitors that are quite large, with an assessment of 1 and a weight of 0.03 obtained from the calculation that has been processed.
- The second factor is about the government's policy that does not limit newcomers, with an assessment of 2 and a weight of 0.06 obtained from the calculation that has been processed.
- The third factor regarding customers who are sensitive to price can move to another company, with a score of 1 and a weight of 0.03 obtained from the calculation that has been processed.
- The fourth factor is regarding the fluctuating price of shoe raw materials, with an assessment of 1 and a weight of 0.03 obtained from the calculation that has been processed.
- The fifth factor regarding the difficulty of differentiating the product produced, with an assessment of 1 and a weight of 0.03 was obtained from the calculation that had been processed.
- The sixth factor is regarding the high and increasing fixed costs of the industry, with an assessment of 2 and a weight of 0.06 obtained from the calculations that have been processed.
- The seventh factor is regarding the lack of consumer knowledge of the services offered, with an assessment of 1 and a weight of 0.03 obtained from the calculation that has been processed.

## 2) SWOT Analysis of Marketing Strategies for Increased Competitiveness

a. Calculation of Weights and Twigs

The next step after the identification of factors is the calculation of weights and ratings which serve as the basis for determining the company's position in the business. This is important to know as the basis for the company to carry out a business strategy that is in accordance with the company's conditions (Wiagustini and Permatawati, 2015). The determination of weights is based on the numbers 0 - 1, i.e. the accumulation of strengths with weaknesses and the accumulation between opportunities and threats. The value of the weight was determined from the results of an interview between the author and the PPIC manager at PT. Bagoes Tjipta Karya. Meanwhile, the determination of the rating is based on the level of influence of these factors on the company. Ratings from 1 – 4, the most influential have a rating of 1, while rating 4 is the least influential. The determination of the rating is based on discussions with the company owner. The weights and scores of each element are summed up. Strengths are added to weaknesses, while opportunities are added to threats (Saragih, 2014).

From the results of determining the weight value on internal and external factors of PT. Bagoes Tjipta Karya in table 1 and table 2, the next step is to calculate the value of the weight and rating, as stated in table 3 and table 4 below:

Table 3: IFAS Calculation

Internal Strategic Factors	Weight	Rating	Weight X Rating	Commentary
<b>Strength (<i>Strenght</i>):</b>				
1. Working principles that suit the business	0,09	3	0,27	The application of siddiq, amanah, tabligh, fathanah and istiqamah, so that the company easily builds trust with customers.
2. Employees who know each other.	0,09	3	0,27	Can work together to produce quality products.
3. A company that customers already know.	0,09	3	0,27	The manager is a long-time player with a lot of experience in the business world
4. A simple and simple bureaucratic system.	0,11	4	0,44	Facilitate coordination between company owners, managers and employees.
5. The production price is cheap but still of high quality.	0,11	4	0,44	Can be a differentiator for other companies engaged in shoe production
6. Easy to customize customer requirements.	0,09	3	0,27	The working principle that the company instills is to satisfy the customers.
7. Striving to present the latest types of products.	0,09	3	0,27	To meet the needs of customers who are always up to date.
<b>Sub Total</b>	<b>0,67</b>		<b>2,23</b>	
<b>Weaknesses:</b>				
1. The use of the website as a promotion is less than optimal	0,06	2	0,12	It is difficult to reach customers more widely, especially from outside the region

Internal Strategic Factors	Weight	Rating	Weight X Rating	Commentary
2. There are still defective production results.	0,06	2	0,12	Reaching about 10% – 15% of the products that are successfully done.
3. Lack of direct-to-customer salespeople	0,03	1	0,03	As a result, many customers switched to other companies.
4. Low Quality of Human Resources.	0,03	1	0,03	It takes a relatively long work mentoring process for newly recruited employees.
5. Rarely do engine <i>maintenance</i> .	0,06	2	0,12	Usually, it is done if there is damage that is considered vatal.
6. There are no special employees handling the machine.	0,06	2	0,12	Many equipment is damaged when it is about to be operated.
7. There is no standardization for employee work.	0,03	1	0,03	Assessments are made only based on the level of attendance during working hours.
<b>Sub Total</b>	<b>0,33</b>		<b>0,57</b>	
<b>TOTAL</b>	<b>1,00</b>		<b>2,80</b>	

Meanwhile, the calculation of external factors (EFAS) is arranged in the same way as by compiling an internal factor matrix (IFAS), but strength is replaced by opportunity, while weakness is replaced by threat. The results of the EFAS calculation can be seen in the following table:

Table 4: EFAS Calculation

Internal Strategic Factors	Weight	Rating	Weight X Rating	Commentary
<b>Opportunities :</b>				
1. The shoe production business has a potential market.	0,11	4	0,44	This business is quite in demand by entrepreneurs.
2. The company already has regular customers.	0,11	4	0,44	Regular and continuous ordering of various printing products.
3. Quality of raw materials from good suppliers.	0,11	4	0,44	It is proven by the guarantee of adequate material supply.
4. Shoe production is often used as a means of promotion.	0,11	4	0,44	This promotion is often used by agencies, such as schools, stores or companies.
5. There are no substitute items.	0,09	3	0,27	The company simply concentrates on one area.
6. High industry growth.	0,09	3	0,27	From year to year who always need shoe products
7. Industry positions are important for companies.	0,11	4	0,44	The company always strives to maintain a barnd image.
<b>Sub Total</b>	<b>0,73</b>		<b>2,74</b>	
<b>Threats :</b>				
1. The number of local competitors is quite large.	0,03	1	0,03	From year to year, companies have always sprung up in the shoe production business.

Internal Strategic Factors	Weight	Rating	Weight X Rating	Commentary
2. Government policies that do not restrict newcomers.	0,06	2	0,12	Many shoe production companies operate carelessly.
3. Price-sensitive customers may move to another company.	0,03	1	0,03	Other companies that offer lower prices are a favorite for customers.
4. The price of shoe raw materials fluctuates.	0,03	1	0,03	Other companies that offer lower prices are becoming a concern for customers.
5. It is difficult to differentiate the products produced.	0,03	1	0,03	The various kinds of shoe production that have been done are generally almost the same physically.
6. The industry's fixed costs are high and constantly increasing.	0,06	2	0,12	This situation is in line with the industrial activity that takes place from time to time.
7. Lack of consumer knowledge of the services offered.	0,03	1	0,03	The company is required to explain in detail to consumers.
<b>Sub Total</b>	<b>0,27</b>		<b>0,39</b>	
<b>TOTAL</b>	<b>1,00</b>		<b>3,13</b>	

From the results of the calculation of the IFAS and EFAS tables, the IFAS value of 2.80 and the score for EFAS results were 3.13. If it is condensed into the IE matrix diagram table, it is located in quadrant V, where the results of the company are in the growth and stability phase. The company's position can be seen in the following IE matrix diagram table

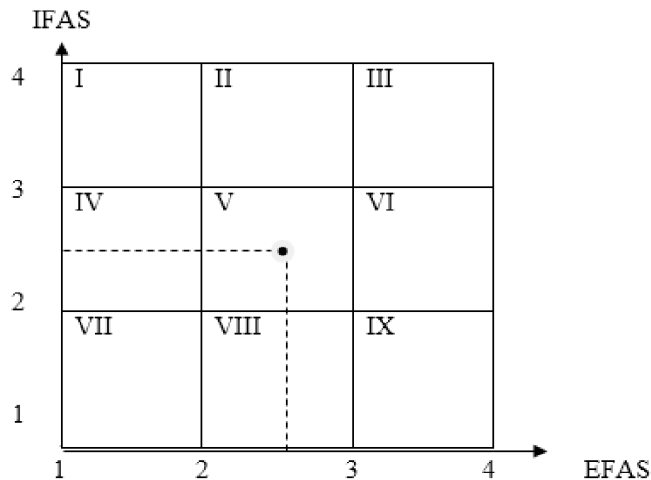


Figure 1. IE Matrix Diagram

To determine the choice of strategy that is more specific than the value obtained, it is included in the strategy choice diagram, because the results of Gambiae 1. It can be seen that from the existing score, it leads to the choice of growth strategy, then determining a more specific growth strategy. Based on the score that shows that the strengths are smaller than the opportunities (Opportunities), the results are shown in the diagram and table below:

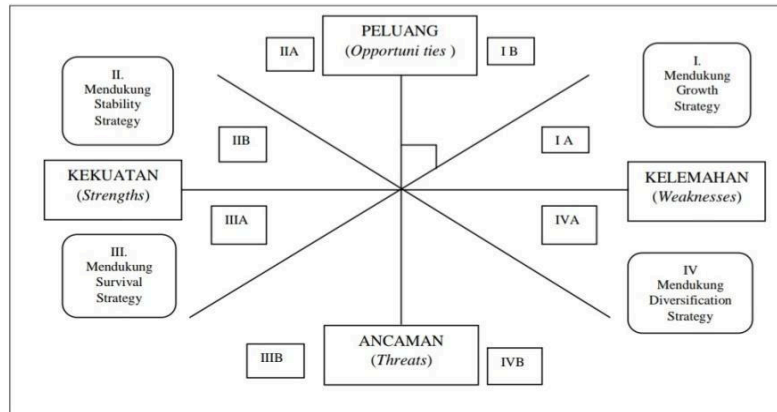


Figure 2. SWOT Analysis Chart

Table 6. Choice of Strategy

Technical Strategy	Score	quadrant	Choice of Strategy
Growth	$S > O$	I A	Rapid Growth
	$S < O$	I B	Stable Growth
Survival	$W > T$	II A	Turn Round
	$W < T$	II B	Guerrilla
Diversification	$S > T$	III A	Conglomerate
	$S < T$	III B	Concentric
Stability	$O > W$	IV A	Aggressive Maintenance
	$O < W$	IV B	Selective Maintenance

b. Strategy Formulation

Based on the results of the identification of the internal environment and the external environment, it can be known the strengths, weaknesses, opportunities and threats to the company. In this study, SWOT analysis can be used to find out what strategies should be implemented by PT. Bagoes Tjipta Karya in taking advantage of market opportunities through analysis of internal and external factors, especially during the covid 19 pandemic which affected the business of PT. Bagoes Tjipta Karya.

Based on the SWOT matrix table according to Rangkuti, the results of the SWOT analysis of PT. Bagoes Tjipta Karya in increasing competitiveness are as follows:

Table 7. SWOT Matrix of PT. A Work of Fiction

	Strengths (S)	Weaknesses (W)
IFAS	<ol style="list-style-type: none"> <li>Employees who know each other.</li> <li>A simple and simple bureaucratic system.</li> <li>A company that customers already know.</li> <li>Working principles that are in line with the business.</li> <li>The production price is cheap but still of high quality.</li> <li>Easy to customize customer requirements.</li> </ol>	<ol style="list-style-type: none"> <li>The use of websites as a company promotion is less important.</li> <li>There are still defective production results.</li> <li>Lack of direct-to-customer salespeople.</li> <li>Low Quality of Human Resources.</li> <li>Rarely do engine maintenance.</li> <li>There are no special employees to handle the machine.</li> </ol>
EFAS	<ol style="list-style-type: none"> <li>Striving to present the latest types of products.</li> </ol>	

		7. There is no standardization of employee work.
<p><b>Opportunities (O)</b></p> <ol style="list-style-type: none"> <li>The shoe production business has a potential market.</li> <li>The company already has regular customers.</li> <li>Quality of raw materials from good suppliers.</li> <li>Prints are often used as a means of promotion.</li> <li>There are no substitute items.</li> <li>Industrial growth is high.</li> <li>Industry positioning is important for suppliers.</li> </ol>	<p><b>SO Strategy</b></p> <ol style="list-style-type: none"> <li>Increase the company's production capacity by utilizing the company's teamwork capabilities and experience to reach potential markets. Formulation: S1, S2 – O1</li> <li>Utilizing the company's teamwork and experience capabilities to produce the best product quality for customers. Formulations: S1, S2 – O2</li> <li>Establish cooperation with schools, offices, and government agencies by offering what is in accordance with customer wishes. Formulation: S3 – O4</li> <li>Actively conducting promos with the principle of 'quality low prices' to reach as many customers as possible in the high growth of the industry. Formulation: S7 – O6</li> </ol>	<p><b>WO Strategy</b></p> <ol style="list-style-type: none"> <li>Increase promotional activities to attract consumers by providing discounts or discounts for bulk orders or to repeat customers. Formulation: W3 – O1, O2</li> <li>Recruiting employees in the printing field who have experience to produce low-cost, quality products according to consumer desires. Formulation: W4 – O1, O2</li> <li>Recruiting special employees for machine parts and performing regular maintenance to produce quality products to be able to compete with competitors and increase customer satisfaction. Formulation: W5, W6 – O1, O2</li> </ol>
<p><b>Treats (T)</b></p> <ol style="list-style-type: none"> <li>The number of local competitors is quite large.</li> <li>Government policies that do not restrict newcomers.</li> <li>Price-sensitive customers may move to another company.</li> <li>Fluctuating prices of shoe raw materials.</li> <li>It is difficult to differentiate the products produced.</li> <li>The industry's fixed costs are high and constantly increasing.</li> <li>Lack of consumer knowledge of the services offered</li> </ol>	<p><b>Strategy (ST)</b></p> <ol style="list-style-type: none"> <li>Utilizing teamwork and company experience to produce quality products to be superior to competitors. Formulation: S1,S2 – T1</li> <li>Carry out a stock strategy for shoe raw materials to anticipate a surge in the price of shoe raw materials. Formulation: S6 – T4</li> <li>Ensuring the quality of shoe raw materials and perfect prints by manually checking at low prices so that consumers do not move to competitors. Formulation: S1, S2, S7 – T3</li> </ol>	<p><b>Strategy (WT)</b></p> <ol style="list-style-type: none"> <li>Maximize the use of the company's website. Formulation: W1 – T7</li> <li>Suppressing the existence of defective goods to produce cheap product prices. Formulation: W2 – T3</li> <li>Increase the number of marketing employees who are tasked with coming directly to customers. Formulation: W3 – T7</li> </ol>

After a SWOT analysis, a plan will be formulated to develop the production function and operations of the shoe production business at PT. Bagoes Tjipta Karyabased on the diagram and table above which is based on SWOT calculations, PT. Bagoes Tjipta Karya with a score of  $S < O$ , which is a greater opportunity than the existing strength, where the policy direction of PT. Bagoes Tjipta Karya is in a stable growth strategy condition.

From the table above, positive internal and external factors are produced, meaning that the strength of PT. Bagoes Tjipta Karya is relatively superior to its weaknesses, while the environment it is currently facing is greater than its threats. Therefore, PT. Bagoes Tjipta Karya has the ability to turn potential into a better achievement and performance. So that the right policy direction to be implemented is to increase and enlarge the role of PT. Bagoes Tjipta Karya in various activities according to their abilities as well as to expand their roles and take advantage of various opportunities.

The policy direction is the basis for policy in the condition of growth strategy and after looking at table 7 above, the choice of strategy is based on a stable growth strategy. This means that in future development, PT. Bagoes Tjipta Karya can use a role growth strategy but it is done gradually according to the priority scale. And this strategy is supported by alternative opportunities to attract more customer sympathy by guaranteeing the quality of shoe production products and services to better satisfy their customers.

Aspects that need to be done to improve the quality of shoe production of PT. Bagoes Tjipta Karya is by paying attention to the welfare of employees, especially production employees and machine technicians, intensively promoting printed products, building networks between printing entrepreneurs and related agencies, opening special stands for customer service, providing IT devices to access product price lists that can attract customers, internet access containing product catalogs and others), as well as the procurement of substitute goods in the event of an error in the printing process.

## 5. Conclusion

This study concludes that PT. Bagoes Tjipta Karya has the potential to increase its competitiveness through the optimization of internal and external factors by implementing a growth strategy. A SWOT analysis with IFAS and EFAS matrix reveals that the company is in a position of stable growth, where external opportunities outweigh internal strengths. This shows that the company can adopt a gradual and planned growth strategy, such as market expansion, production capacity increase, and distribution network strengthening.

The company's main strengths, such as efficient bureaucracy and competitive production prices, can be leveraged to support market penetration and product development as part of the growth strategy. Meanwhile, weaknesses such as suboptimal digital promotions and limited human resources need to be overcome through employee training and the use of technology to support business growth. Large market opportunities, such as the increasing demand for footwear products, must be capitalized on with market development strategies, including expansion into new segments or untapped geographic areas.

Threats such as fierce competition and fluctuations in raw material prices can be managed with product diversification strategies and supply chain efficiency to ensure sustainable growth. By implementing the right growth strategy, PT. Bagoes Tjipta Karya can not only strengthen its position in the current market but also open up opportunities for future expansion.

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