

## SWOT-BASED MARKETING STRATEGY IN INCREASING ONLINE SALES OF HANAMRU IMPORTED RUBBER SHOE SHOP

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### Abstract

Digitalization is currently growing rapidly in Indonesia. Advances in technology and infrastructure have driven the growth of the digital economy. Likewise in business aspects such as the number of conventional sellers who turn to sellers in online shops. Hanamru is an online shop for imported rubber shoe products that has been established since 2017 but is currently experiencing problems related to the covid 19 pandemic. For this reason, this research was conducted to find out the right business strategy. By analyzing the position of Hanamru's Online shop using SWOT IFAS and EFAS Matrix. Based on the results of IFAS and EFAS management, show that the Hanamru Online shop is in quadrant IV, namely a growth strategy with concentration through horizontal integration, which can be done by expanding market reach such as promoting the Hanamru shoe product, regularly updating the Hanamru shoes and sandal product model, and improving service. with a faster delivery system.

**Keywords:** SWOT Analysis, EI Matrix, IFAS Matrix, EFAS Matrix

### INTRODUCTION

The massive development of internet technology in recent years has had an impact on various fields, one of which is trade, Indonesian internet users increased by 10.12 percent in 2018 compared to the previous year. In total, according to (APJII, 2019) internet users reached 171.17 million users from a population of 264.16 million people. At least every year there is an increase in internet users growing 10.2% or increasing by 27 million people. Technological advances, supported by infrastructure and ease of regulation, have encouraged the growth and development of digital-based businesses. According to (BPS, 2020) Among many sales media, Instant Messaging is the most widely used by E-Commerce businesses at 90.56% of businesses. Food, Beverages, and Groceries; Fashion; and Cosmetics, are the three largest groups of goods sold through E-Commerce transactions. Many business actors who initially sold with conventional systems, are now starting to be interested in opening a business online through E-commerce or marketplaces. Some examples of E-commerce/marketplace include Tokopedia, Shopee, Bukalapak, Lazada, Zalora, etc. It can be said that E-commerce is a third party that will bridge sellers and buyers in shopping for products online.

Based on the explanation above, I took the type of KKNGTm Entrepreneurship with the object of researching Online Shop imported rubber shoes on the shopee marketplace. This KKNGTm was carried out in Lingga Buana Cluster, Block D6 no 1, Margajaya Village, West Bogor

District. This imported Plastic Shoes Online Shop labeled Hanamru has been established since 2017 and has become a star seller on the Shopee marketplace. As an online store, Hanamru already has 44.2K followers with a performance rating of 4.9/5.0. This is a benchmark that the Hanamru Import Shoes Online Shop is an online-based MSME that has been advanced and trusted.

However, amid the Covid-19 pandemic, there was a decline in sales of imported Hanamru shoes. This is certainly seen from the decrease in monthly turnover experienced. Because of this, the Hanamru Import Shoes Online Shop needs to carry out a new marketing strategy to overcome the problems faced related to the decline in sales due to the impact of the prolonged Covid 19 pandemic.

### **Research Objectives**

1. Analyze IFAS and EFAS that affect Hanamru Store sales on shopee marketplace
2. Knowing the most appropriate marketing strategy amid the COVID pandemic

## **RESEARCH METHODS**

### **Types of Research**

This study used qualitative description. Descriptive research is a study that aims to get an overview or description of how Hanamru's online shop operates amid the COVID-19 pandemic.

### **Research Data Sources**

In the collection of data sources, researchers perform the collection of data sources in the existence of primary data and secondary data.

#### **1) Data Primer**

Primary Data is the type and source of research data obtained directly from the first source (not through intermediaries), both individuals and groups. So the data is obtained directly. Primary data are specifically collected to answer research questions. The author collected primary data using the survey method and also observation method. The survey method is a method of collecting primary data that uses oral and written questions. The author interviewed the owner of the Hanamru imported shoe business. The observation method is a primary data collection method by observing activities and events that occur

#### **2) Data Seconds**

Secondary data is a source of data for a study obtained by researchers indirectly through intermediary media (obtained or recorded by other parties). Secondary data is in the form of evidence, records, or historical reports that have been compiled in archives or documentary data. The author obtained this secondary data by applying for a permit that aims to borrow proof of transaction at the Hanamru store.

### **Data Collection Techniques**

Field *Research* Field study is conducting a direct review to obtain the necessary data. This research was conducted on the activities of all research objects which include:

1. Observation The definition of observation (Supriyati, 2011) is as follows: "a way to collect research data by having a naturalistic nature that takes place in a natural context, the perpetrators participate reasonably in interaction" From the above understanding, the author concludes that observation is a data collection technique carried out by studying and making observations directly into the company to obtain evidence that can support and

complement research results

2. The definition of an interview according to (P. Joko, 2011) is as follows: "An activity is carried out to obtain information directly by expressing questions to respondents. Interviews mean face-to-face interviews with respondents, and the activities are carried out orally."
3. Documentation According to (Sugiyono, 2013) Documents are human records that have passed. Documents can take the form of writing, drawings, or monumental works of a person.

### **Data Analysis**

1. Data collection stage (evaluation of external and internal factors). The data collection stage is a stage that is not just a data collection activity but also a classification and pre-analysis activity where this stage of data is divided into two parts, namely internal data and external data.
2. SWOT analysis stage. SWOT analysis is an analysis initiated by Albert Humprey in the 1960s-1970s. This analysis is an acronym for the initial letters, namely strength, weaknesses, opportunity, and threat. SWOT analysis is a powerful instrument for conducting strategy analysis and taking the most appropriate actions for the company.
3. IFAS EFAS Strategy Matrix According to (Rangkuti, Creative Promotion Strategy and Integrated Case Analysis, 2009) the steps in determining the value of internal and external factors are as follows:
  - a. Arrange them in their respective columns.
  - b. Weight each factor in column 2, ranging from 1.0 (very important) to 0.0 (not important). These factors are likely to have an impact on strategic factors.
  - c. Calculate the rating (in column 3) for each factor by giving a scale ranging from 4 (outstanding) to 1 (poor) based on the influence of these factors on the condition of the company concerned. Rating the odds factor is positive (higher odds are rated +4, but if the odds are small, they are rated +1). Threat rating is the opposite. For example, if the threat value is very large, the rating is 1. Conversely, if the threat value is slightly the rating is 4.
  - d. Multiply the weights in column 2 by the ratings in column 3, to get the weighting factor in column 4. The result is a weighting score for each factor whose value varies from 4.0 (outstanding) to 1.0 (poor).
  - e. Add up the weighting scores (in column 4), to get the total weighting score for the company in question. This total value shows how a particular company reacts to its external strategic factors. This total score can be used to compare this company with other companies in the same industry group.

### **IE Matrix Analysis**

This internal-external matrix was developed by General Electric models (GE-Model). The horizontal axis on the IE matrix shows the total IFAS score, while the vertical axis shows the EFAS score score. IE matrix in an enterprise. On the x-axis of the IE Matrix, a total IFAS weighted score of 1.0 to 1.99 indicates a weak internal position; A score of 2.0 to 2.99 is considered moderate; And a score of 3.0 to 4.0 is strong. Similarly, EFAS on the y-axis, a total EFE weighted score of 1.0 to 1.99 is looked down upon; A score of 2.0 to 2.99 is considered moderate; and a score of 3.0 to 4.0 is high (Umar, 1999:182). The IE matrix can be divided into three major sections that have

different strategic implications. First, the provisions for divisional divisions that fall into cells I, II, or IV can be described as grow and build. Intensive (market penetration, market development, and product development) or integrative (backward integration, forward integration, and horizontal integration) strategies can be most appropriate for these divisions. Second, the divisions included in cells III, V, or VII can be handled properly through a hold and maintain strategy; Market penetration and product development are two of the most widely used strategies in this type of division. Third, the general provisions for divisions included in cells VI, VIII, or IX are harvest or divest.

## DISCUSSION

### IFAS (Internal Factor Analisis System) Online shop Sepatu Import Hanamru

The internal factor matrix is an internal matrix that shows the strengths and weaknesses contained in the internal company.

**Table 1 IFAS**

No	Faktor Strategi Internal	Bobot	Peringkat	Skor Bobot
<b>Strength</b>				
1	lebih mudah memasarkan tanpa bertemu langsung dengan pelanggan	0,15	4	0,6
2	barang tidak perlu di coba pelanggan	0,075	1	0,075
3	tidak perlu ada toko secara fisik	0,1	3	0,3
4	Terjaminnya pembayaran ketika barang di beli	0,075	2	0,15
5	Jangkauan Konsumen lebih luas tanpa batasan waktu	0,2	4	0,8
	Subtotal	0,6		1,925
<b>Weakness</b>				
1	Ketika ada COD banyak pengajuan pengembalian	0,05	2	0,1
2	Human eror saat pengiriman barang pada customer	0,075	3	0,225
3	Pembayaran administrasi dirasa masih cukup besar oleh penjual	0,1	4	0,4
4	Etalase produk dihapus karena produk tidak orisinal terkait foto produk	0,1	3	0,3
5	sulitnya mencari karyawan yang tahu akan sistem digital kode produk pemesanan	0,075	2	0,15
	Subtotal	0,4		1,175
	Total	1		3,1

### EFAS (External Factor Analisis System) Online Shop Sepatu Import Hanamru

External Strategy Factor Matrix The external strategy factor matrix is useful for formulating external strategic factors by looking at various possible opportunities and threats.

**Table 2 EFAS**

No	Faktor Strategi Internal	Bobot	Peringkat	Bobot Skor
<b>Opportunity</b>				
1	Sepatu Karet import memiliki keindahan desain bentuk dan ukuran yang presisi	0,15	4	0,6
2	Harga Sepatu Karet yang Murah sehingga menjadi minat masyarakat	0,1	2	0,2
3	Design model sepatu yang selalu update dan inovatif	0,1	3	0,3
4	Masyarakat cenderung memilih belanja online untuk produk sepatu harian	0,125	2	0,25
5	Kualitas sepatu karet yang tahan lama dan kuat akan pengaruh cuaca	0,125	3	0,375
	Subtotal	0,6		1,725
<b>Threat</b>				
1	Semakin banyaknya ratusan Toko online yang muncul di shopee dengan harga yang murah	0,1	4	0,4
2	banyaknya orang yang kena PHK covid 19 sehingga beralih ke jualan online.	0,05	3	0,15
3	kemudahan memperoleh supplier sepatu karet import menambah pesaing	0,1	2	0,2
4	Turunnya daya beli masyarakat	0,1	3	0,3
5	Harga Sepatu karet dari importir naik sekitar 1000 rupiah	0,05	2	0,1
	Subtotal	0,4		1,15
	Total	1		2,875

From the calculation of the IFAS and EFAS tables, the IFAS score is 3.1 and the score for

EFAS results is 2.87. When converted into the IE Matrix Diagram image, it is located in quadrant IV, where the result is that the company enters the Growth and Development phase (growth and stability).



Figure 2 IE Matrix Diagram

## SWOT Analysis

A SWOT matrix is used to develop an organizational or company strategy that clearly describes the opportunities and threats faced by the organization/company so that it can be adjusted to the strengths and weaknesses of the organization/company. This matrix produces four possible alternative strategies, namely S-O strategy, W-O strategy, S-T strategy, and W-T strategy. (Rangkuti, Personal SWOT Analysis, 2015)

Table 3 SWOT Analysis

IFAS		No	Strength (S)	No	Weakness (W)
EFAS		1	Mudah memasarkan tanpa bertemu langsung dengan	1	Kerika ada COD banyak pengajuan pengembalian
		2	Online shop Hanamu telah menjadi star seller dengan 44 lb followers	2	Human eror saat pengiriman barang pada customer
		3	Tersedianya beragam jenis sepatu dan sandal karet import	3	Pembayaran administrasi dirasa masih cukup besar oleh
		4	Memiliki nilai rate pelayanan 4,9 dari 5,0	4	Etalase produk dihapus karena produk tidak orisinal terkait foto produk
		5	Jangkauan Konsumen lebih luas tanpa batasan waktu	5	Sulitnya mencari karyawan yang tahu akan sistem digital kode produk pemesanan
No Opportunity		No	SO	No	WO
1	Sepatu Karet import memiliki keindahan desain bentuk dan ukuran yang presisi	1	Gencar meningkatkan promosi produk sepatu karet untuk meningkatkan penjualan (S1,S5,D4,D2)	1	Perlu adanya untuk pelatihan secara khusus bagi pegawai yang bekerja terkait tata cara pengoprasian online shop di shopee (W2,W5)
2	Harga Sepatu Karet yang Murah sehingga diminati masyarakat	2	Menyediakan jenis sepatu karet terbaru secara rutin untuk menarik konsumen (S2,S5,D1,D2,D3)	2	Perlu adanya penyesuaian harga produk terkait biaya administrasi dari shopee (W3,D2)
3	Design model sepatu yang selalu update dan inovatif	3	meningkatkan pelayanan terhadap konsumen dengan proses delivery barang yang cepat (S5,D4)	3	perlu melakukan maintanance terhadap proses penginputan foto product di etalase toko agar sesuai ketentuan yang berlaku (W4,D4)
4	Masyarakat cenderung memilih belanja online untuk produk sepatu harian				
5	Kualitas sepatu karet yang tahan lama dan kuat akan penganuh cuaca				
No Threat		No	ST	No	WT
1	Semakin banyaknya ratusan Toko online yang muncul di shopee dengan harga yang murah	1	perlu dilakukannya inovasi terkait tampilan etalase toko hanamu untuk membedakannya dengan yang lain (S2,S5,T1,T2)	1	perlu dilakukan branding onlineshop hanamu guna menarik konsumen yang lebih banyak (T1,T2)
2	banyaknya orang yang kena PHK covid 19 sehingga beralih ke jualan online	2	Gencar meningkatkan excellence service bagi konsumen mulai dari handling customer dan delivery barang (S1,S5,T1,T2)	2	Diperlukan supervisor untuk monitoring pekerjaan yang dilakukan (W1,W2,W5)
3	kemudahan memperoleh supplier sepatu karet import menambah pesaing	3	perlu menggunakan sistem adverstising di shopee untuk menarik lebih banyak konsumen (S1,S5,T1,T2)	3	Perlu adanya adverstising yang dilakukan melalui media sosial seperti Instagram ataupun Facebook (T1,T2)
4	Turunnya daya beli masyarakat	4	perlu adanya paket free ongkir untuk konsumen yang telah memesan banyak barang sebagai bentuk apresiasi bagi loyal customer (S2,T1,T2)		
5	Harga Sepatu karet dari importir naik sekitar 1000 rupiah				

## CONCLUSION

Based on the results of research from the internal side, the strengths of Online Shop Hanamru outweigh its weaknesses, while from the external side, the opportunities are greater than the threats, so the appropriate strategy is the S-O strategy, which is a strategy that takes advantage of existing opportunities by using the strengths they have. As a result of IFAS-EFAS calculations, the company is in quadrant IV, namely a growth strategy with concentration through horizontal integration, which can be done by expanding market reach, namely intensively promoting Hanamru shoe products, routinely updating Hanamru shoe and sandal product models, and improving services with a faster delivery system.

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