

Marketing Strategy Analysis Using Swot And Qspm Matrix (Case Study On Guzzini Msmes)

Qonitah Azzahra^{1*}, Ratri Wahyuningtyas², Anisah Firli³

^{1,2} Prodi Magister Manajemen PJJ, Fakultas Ekonomi dan Bisnis, Telkom University, Indonesia.

*Corresponding Author:

Email: qonitahazzahra@student.telkomuniversity.ac.id

Abstract.

The number of Micro, Small, and Medium Enterprises (MSMEs) participating in the marketplace continues to increase from 2020. This research aims to determine the condition of internal environmental factors (strengths and weaknesses) and external environmental factors (opportunities and threats) in Guzzini and analyze and identify the right marketing strategy to apply to Guzzini using the SWOT and QSPM methods. This research uses qualitative methods whose nature and research objectives are categorized into descriptive research. The research results based on SWOT analysis show that 6 (six) alternative strategies can be implemented, namely 1 (one) SO (Strengths-Opportunities) Strategy to seize opportunities and overcome weaknesses and face various threats, 2 (two) WO (Weaknesses-Opportunities) Strategies to Minimize the company's internal weaknesses by exploiting Guzzini's external opportunities, 2 (two) ST (Strengths-Threats) Strategies to face or reduce the impact of external threats and 1 (one) WT (Weaknesses-Threats) Strategy to deal with threats that will be faced and reduce internal weaknesses. Determining Guzzini's strategy begins with understanding the strengths and weaknesses in Guzzini's internal environment and recognizing the opportunities and threats in Guzzini's external environment. Based on the SWOT analysis, six alternative marketing strategies can be used at Guzzini. Meanwhile, based on the QSPM analysis, the most suitable strategy is to carry out more creative promotional activities and reactivate offline and online stores simultaneously.

Keywords: MSMEs, Marketing, SWOT and QSPM.

I. INTRODUCTION

The number of Micro, Small, and Medium Enterprises (MSMEs) joining the marketplace continues to increase from 2020 (Sukarno, 2021). In 2022, the Ministry of Cooperatives and SMEs noted that the number of MSMEs that have entered the ecosystem will reach 20.76 million units. This number has increased by 26.6% compared to last year's 16.4 million MSMEs. This means that 32.44% of the 64 million MSME units have entered the digital ecosystem (Rizaty, 2022). Even though MSMEs entering the digital ecosystem in Indonesia have increased since 2020, this number is still 32.44% of the 64 million MSME units. Based on survey results from the Indonesian Internet Service Providers Association (APJII), 26.58% of MSMEs have accounts in the marketplace. As many as 39.3% of MSMEs use Shopee to sell their products. This percentage is greater than Tokopedia which is used by 24.38% of MSME players. Furthermore, as many as 14.93% of MSMEs use Lazada, OLX 5.47%, Bukalapak 4.98%, Blibli 1.49%, Akulaku 0.5%, and others 7.46%. Even though not all of them use marketplace accounts, 86.05% of MSMEs admit to being dependent on the Internet. As many as 41.39% of these MSMEs admitted they were very dependent. Based on information obtained from the results of the JakPat survey in September 2022, Indonesian people have a habit of preferring to make shopping transactions for fashion products in e-commerce compared to physical stores. The survey showed that 58% of respondents chose e-commerce for fashion shopping. Meanwhile, only 29% shopped for this product in physical stores. E-commerce is also more popular for shopping for gadgets and other electronic equipment. Guzzini is one of the MSMEs operating in the fashion sector that uses Shopee as a marketplace to promote its products based in Medan.

Guzzini has been with Shopee for nine years for an assessment or rating of 4.8/5 from buyers. Guzzini's followers on Shopee are also quite large with 138 thousand Shopee users. Maximum use of the marketplace and social media will have a good impact on the business being run (Jurnal. id, 2022). However, there are not many who experience setbacks because they cannot take full advantage of opportunities by using the marketplace and social media optimally. One of them who experienced a setback was Guzzini. The unstable increase in total sales and Guzzini's sales target not being achieved are thought to be due to a lack of analysis of the opportunities for Guzzini and the inconsistency of the marketing strategy used to market its products. The marketing carried out by Guzzini on his official Instagram is still not optimal, this can be seen from Guzzini's consistency in product promotion that is still not carried out properly, as the last content that Guzzini uploaded to his Instagram account was in August 2023, which means around 4-5 months ago. Guzzini sales data in 2022 - 2023 shows that Guzzini experienced a significant decline and realization was far from Guzzini's sales target. Sales continued to fall every month, causing many problems within Guzzini itself. One of the problems that arose was that Guzzini decided to close its offline shop that was previously located in the Medan area because the operational costs could no longer be covered, so Guzzini now only operates online sales.

Therefore, the author decided to conduct research entitled "Marketing Strategy Analysis Using the SWOT Matrix and QSPM (Case Study of Guzzini MSMEs)" with data obtained from Guzzini's social media accounts and conducting interviews with owners, employees, and customers of Guzzini. Based on information obtained from the results of the JakPat survey in September 2022, Indonesian people have a habit of preferring to make shopping transactions for fashion products in e-commerce compared to physical stores. The survey showed that 58% of respondents chose e-commerce for fashion shopping. Meanwhile, only 29% shopped for this product in physical stores. E-commerce is also more popular for shopping for gadgets and other electronic equipment. Guzzini is one of the MSMEs operating in the fashion sector that uses Shopee as a marketplace to promote its products based in Medan. Guzzini has been with Shopee for nine years for an assessment or rating of 4.8/5 from buyers. Guzzini's followers on Shopee are also quite large with 138 thousand Shopee users. Maximum use of the marketplace and social media will have a good impact on the business that is being run (Jurnal.id, 2022). However, there are not many who experience setbacks because they cannot take full advantage of opportunities by using the marketplace and social media optimally. One of them who experienced a setback was Guzzini. The unstable increase in total sales and Guzzini's sales target not being achieved are thought to be due to a lack of analysis of the opportunities for Guzzini and the inconsistency of the marketing strategy used to market its products.

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1. Basic Theory and Framework of Thought

1.1 Marketing Strategy

According to Kotler & Armstrong (Priansa, 2017: 7), marketing is a social and managerial process in which individuals and groups fulfill their needs and desires by creating, offering, and exchanging things of value between one party and another. Malau (2017:12) said, "Marketing is a transaction activity of exchanging value owned by each party, for example exchanging products owned by the company for money owned by customers which can meet consumer needs." According to Ridwansyah (2017), there were three main elements in marketing strategies, named market segmentation, targeting, and positioning. Segmentation

is a strategy for grouping different consumers into more uniform groups (Putri, 2017). Meanwhile, according to Yulianti et al., (2019) market segmentation is the activity of dividing a market into several different groups of buyers, who have different needs, characteristics, and behaviors which may require different products or marketing mixes. Market segmentation is used to select target markets and look for opportunities in business activities. Targeting is a step to determine the groups that will be served optimally based on the company's resources and capacity (Rahmawati, 2016). Meanwhile, according to Wijayanti (2017), targeting is an activity to assess and also select one or more market segments the company will enter. The main goal of targeting is to obtain the market segmentation you want to achieve and provide maximum satisfaction to customers easily. Putri (2017) explains that positioning is an action in designing the company's offer and image to occupy a meaningful and different competitive position in the minds of the target market. Meanwhile, according to Rahmawati (2016), positioning is a stage used by companies to position goods or services in the minds of consumers, so that they have a positive view of the product and image of the company. The result of the positioning process is success in creating a customer-oriented value proposition (Saleh & Said, 2019).

1.2 Marketing Mix

The marketing mix has a very crucial role in influencing customers to be able to buy the products or services being sold or offered, hence the marketing mix is said to be one of the tools that will indicate the level of success in marketing (Buchari, 2016). Meanwhile, according to Alma (2016), marketing mix is a strategy for mixing marketing activities, to get the maximum combination to produce satisfactory results. Apart from that, according to Kotler & Keller (2016), the marketing mix is a collection of variables that can be controlled and used by a company so that it can achieve the desired sales targets. The variables are as follows:

1. Product: quality, special characteristics, trademark style, marketing, service, and guarantee.
2. Price: price list, discounts, credit terms, and payment period.
3. Promotion: personal selling, advertising, and publicity sales promotions.
4. Place: the location or place where the company was established. The more strategic the business location, the greater the profits the company will generate.
5. Process: reflects all the creativity, discipline, and structure brought to marketing management.
6. Physical Evidence: the physical appearance of a business premises will explain how the building is arranged for a company. Does the company use a unique interior, an attractive lightning system, an attractive room design, and so on?
7. Productivity and Quality: Productivity is a measure used to see whether the available resources have been used optimally and whether the results obtained are optimal or not. Meanwhile, quality is a measure of the good and bad of a product provided.

1.3 Analysis of Porter's Five Forces

According to Michael E. Porter (David, 2017), the concept of Competitive Strategy analyzes business competition based on the main aspects called the Five Competitive Forces. Porter's Five Forces Model is a broad approach that is used to develop strategy in many industries.

1) Rivalry among competing firms

Rivalry among competitors or competition between companies competing in a particular industry usually has the greatest strength among the five other competitive forces. For example, lowering prices, improving quality, adding features, providing services, and increasing advertising.

2) Potential entry of new competitors

The potential entry of new competitors is something that cannot be avoided. Barriers to new firm entry can include the need to gain economies of scale quickly, the need to acquire specialized technology and expertise, strong customer loyalty, adequate brand preferences, tariffs, lack of access to raw materials, patent ownership, undesirable locations, and potential market saturation.

3) Potential development of substitute products

Potential development of substitute products or potential development of substitute products in other industries. The threat of the existence of substitute products will be very influential if the product offers a much cheaper price so that the costs the company charges to customers will also be lower.

4) Bargaining power of suppliers

The bargaining power of suppliers or the bargaining power of suppliers influences the intensity of competition in an industry. If the number of suppliers is large, bargaining power is low because it is easier to find suppliers, whereas if there are few suppliers and the raw materials desired are very rare, bargaining power will be high.

5) Bargaining power of consumers

Bargaining power of consumers or bargaining power of consumers. Consumers' bargaining power will be higher if the product to be purchased is standard or undifferentiated.

1.4 SWOT Analysis (Strength, Weakness, Opportunity and Threat)

According to Rangkuti (2014), SWOT analysis is a strategic planning method used to evaluate strengths, weaknesses, opportunities, and threats in a project or business venture. These four factors produce the acronym SWOT (Strengths, Weaknesses, Opportunities, and Threats). This analysis is based on the assumption that effective strategy is derived from a good "match" between the company's internal resources (strengths and weaknesses) and the company's external situation (opportunities and threats). A good fit will maximize the company's strengths and opportunities and minimize the company's weaknesses and threats. If implemented accurately, these simple assumptions will have good results and can lead to quite successful designs and strategies.

1.5 SWOT Matrix

Develop company strategy factors using the SWOT matrix (Freddy Rangkuti, 2014):

- 1) IFAS (Internal Factors Analysis Summary) is an analytical conclusion of various internal factors that influence the sustainability of a company, in other words, the internal strategic factors in a company prepared to formulate internal factors in the framework of strengths & weaknesses.
- 2) EFAS (External Factors Analysis Summary) is a conclusion that comes from many external factors that influence the company's sustainability, in other words, external strategic factors in the context of opportunities & threats.
- 3) SO Strategy: this is carried out based on the company's way of thinking, which aims to utilize all strengths to seize and exploit opportunities as much as possible.
- 4) ST Strategy: this strategy uses the company's strengths to overcome various threats.
- 5) WO Strategy: This strategy is applied to exploit existing opportunities by minimizing existing weaknesses.
- 6) WT Strategy: This strategy aims at defensive activities and tries to minimize existing weaknesses and avoid company threats.

1.6 Internal Environmental Analysis

The internal environment of a company can produce strengths and weaknesses in the company. Internal environmental analysis aims to utilize the company's strengths and improve the company's weaknesses. According to Robert Grant in David (2017) states that internal audit is more important than external audit. The Resource Bases View (RBV) resource-based observation approach states that some internal resources are more important to a company than external factors in achieving and continuing competitive advantage. RBV theory states that internal resources help a company exploit opportunities and minimize threats. The RBV view, according to Rothaemel (2013: 88), is a model that views resources as the key to good company performance. Resources can also make a company gain a competitive advantage. Meanwhile, according to Ferrell & Hartline (2017), some steps can be taken in carrying out an internal environmental analysis, namely as follows:

1) Review Goals, Strategy, and Current Performance

This step is carried out by reviewing the marketing goals and objectives of an organization or company. Explanation of how these goals and objectives can be achieved is also an important thing that must be understood. This is done so that the marketing goals and objectives are in line with the company's mission.

2) Review Current and Anticipated Organizational Resources

Explain the marketing strategy currently being implemented related to product, price, place, promotion, process, people, and physical evidence. This aims to increase the company's current resources and whether they can be used for marketing purposes.

3) Overview of Current and Anticipated Cultural and Structural Issues

This step was taken to review the company's culture and structure which can influence its marketing activities. For example, issues such as positive or negative among employees and management.

1.7 External Environmental Analysis

Realizing the company's vision and mission will be very difficult if the company does not interact with the external environment. This is an action to find out and analyze the company's external environment very crucial because in essence the condition of the external environment. According to Maulidah (2012), the external environment consists of several factors in which there are opportunities for threats to a business. The external environmental analysis consists of the macro environment (economic forces, social, cultural, demographic, and environmental forces, political, government, and legal forces, technological forces, and competitive forces).

1.8 Internal External Matrix (IE Matrix)

The Internal-External Matrix can position various divisions within a company by displaying nine (9) cells. The IE matrix is based on two key dimensions, namely the total IFE weight score on the X axis and the total EFE score on the Y axis. The IE matrix can be divided into three large parts which have different strategic applications. First, profits for divisions that fall into cells 1, 2, or 4 can be described as growing and building in a company (grow and build). An intensive or integrative strategy can be the most appropriate thing for these divisions. Second, divisions that fall into cells 3, 5, or 7 can compete well through a hold-and-hold strategy because market penetration and product development are the two most widely used strategies. Third, the general provisions for divisions entered in cells 6, 8, or 9 are harvest or divestment (harvest and divestment). The "X" axis in the IE matrix has three score indicators, namely: 1.0-1.99 which indicates a weak internal position, 2.0-2.99 which indicates an average internal position and a score of 3.0-4.0 its internal position is strong. Meanwhile, on the Y axis of the EFE matrix, the score indicators are: 1.0-1.99 indicates a low external position, 2.0-2.99 indicates a medium external position and a score of 3.0-4.0 indicates a high external position.

1.9 Quantitative Strategic Matrix (QSPM)

A quantitative Strategic Planning Matrix is a technique that can objectively determine preferred alternative strategies. The QSPM method is a recommended tool for strategists to objectively evaluate alternative strategy options based on previously identified key internal-external success factors. According to Setyoni et al., (2016), the steps for preparing the QSPM matrix are as follows:

1. Make a list of the company's key external opportunities/threats and internal strengths/weaknesses in the left column of the QSPM. This information is obtained from the IFE and EFE matrices that have been carried out previously.
2. Give weights to internal factors and external factors (the weights given are the same as the weights in the IFE and EFE matrices).
3. Carrying out the second stage of matrix evaluation, namely matching and identifying alternative strategies that must be considered by the company so that they can be implemented.
4. Determine the Attractiveness Score (AS), defined as a number that indicates the relative attractiveness of each strategy in a certain set of alternatives. Score 1 = not interesting, score 2 = somewhat interesting, score 3 = quite interesting, and score 4 = very interesting.
5. The Total Attractiveness Score (TAS) is obtained by multiplying the weight by the attractiveness scores.

1.10 Framework of Thought

In this research, the framework describes the concept of the research to be carried out:

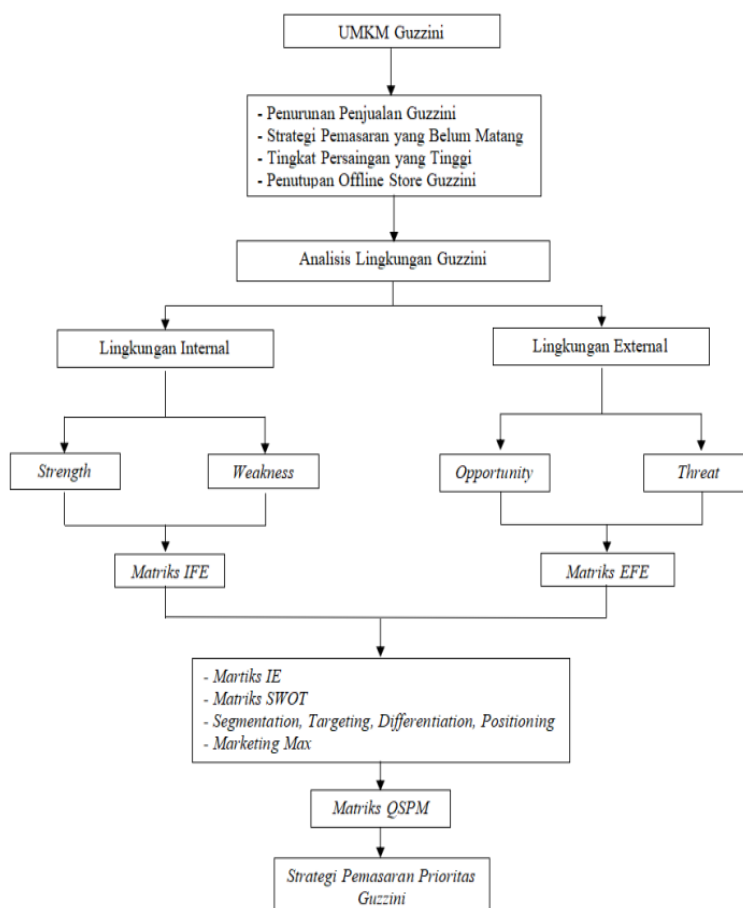


Fig 2.1. Framework of Thought

II. METHODS

1.11 Research Object and Unit of Analysis

This research uses qualitative methods whose nature and research objectives are categorized into descriptive research. The descriptive aim of this research is to obtain information and describe Guzzini's marketing strategy planning. Based on the unit of analysis, this research uses an individual unit of analysis, namely Guzzini. In this research, the level of researcher involvement is in the minimal category because the researcher did not manipulate and the researcher's intervention was very minimal. Based on the time carried out, this research used cross-sectional research. The sources for this research are Guzzini owners (owners and co-owners), employees, Guzzini customers, as well as expertise in the field of fashion companies, especially sandals and shoes, and owners of Guzzini's competing companies.

1.12 Data Source and Data Analysis Techniques

The data sources in this research are primary data and data collection techniques using structured interviews. Primary data is data obtained directly from sources through interview activities. There are three stages of implementing data analysis for strategy development using the SWOT (Strength, Weakness, Opportunity, Threat) and QSPM (Quantitative Strategic Planning Matrix) methods.

III. RESULTS AND DISCUSSION

1. Result

1.13 Internal Environmental Analysis

Internal environmental analysis includes strategic management and marketing mix. Strategic management activities cover very broad aspects, starting from Segmentation, Targeting, Positioning, Current Marketing Objectives, Strategy and Performance, Anticipated Organization Resources, and Culture and Structural Issues to achieve certain goals effectively and efficiently. Good management can be achieved if it

is carried out with discipline so that the business can run smoothly and by the expected recommendations. According to Alma (2016: 205) marketing mix is a strategy for interfering with marketing activities so that the maximum combination can be sought to produce satisfactory results. The activities of the marketing mix itself include product, price, place, promotion, process, physical evidence, and people (productivity and quality). Based on the results of interviews with Guzzini's internal sources, it can be seen what Guzzini's strengths and weaknesses are, explained in the following table.

Table 4.1. Internal Environmental Analysis

No.	Strength	Weakness
1.	Focused market segmentation	A marketing strategy that only relies on social media
2.	Premium raw materials and handmade	Promotional activities are not optimal
3.	A work culture that is not too formal	Offline shop that is no longer operating
4.	Ease of transactions	Insufficient implementation of SOPs
5.	Easy of Shopping	There's quite a lot of competition
6.	Has its product characteristics	Unmet targets
7.	Prices by product quality	

1.14 External Environmental Analysis

External environmental analysis includes the marketing mix and Porter's Five Forces. Michael E. Porter (David, 2017: 89) explains that the concept of competitive strategy analyzes business competition based on five main aspects called five forces. Porter's Five Forces model is a widely used approach in developing strategies in various industries.

Based on the results of interviews with Guzzini's internal sources, it can be seen what opportunities and threats for Guzzini are explained in the following table.

Tabel 4.2. External Environmental Analysis

No.	Opportunities	Threats
1.	Business continuity is still conducive	Tight industry competition
2.	There are no substitutes for the product	There are many new competitors with lower prices
3.	Good relationships with suppliers in Medan	There are many similarities in products in the shoe industry
4.	Suppliers are already using social media to make communication easier	

1.15 IFE Matrix

To analyze Guzzini's internal factors and to find the strengths and weaknesses they face, the researcher used the IFE matrix based on interviews conducted with two internal sources from Guzzini, so the IFE matrix was obtained as follows:

Tabel 4.3. IFE Matrix

No.	Strength	N1	N2	Amount	Rating	Weight	Score
1.	Focused market segmentation	4	3	7	3,5	0,07	0,24
2.	Premium raw materials and handmade	4	4	8	4	0,08	0,32
3.	A work culture that is not too formal	4	3	7	3,5	0,07	0,24
4.	Ease of transactions	4	4	8	4	0,08	0,32
5.	Ease of shopping	4	4	8	4	0,08	0,32
6.	Has its unique product characteristics	4	4	8	4	0,08	0,32
7.	Prices commensurate with quality	4	4	8	4	0,08	0,32
Total Strength Score							2,08

No.	Weakness	N1	N2	Amount	Rating	Weight	Score
1.	A marketing strategy that only relies on social media	4	4	8	4	0,08	0,32
2.	Promotional activities are not optimal	4	4	8	4	0,08	0,32
3.	Offline shop that is no longer operational	4	4	8	4	0,08	0,32
4.	Insufficient implementation of SOPs	3	4	7	3,5	0,07	0,24
5.	There's quite a lot of competition	4	3	7	3,5	0,07	0,24
6.	Unmet targets	4	4	8	4	0,08	0,32
Total Weakness Score							1,76
Total							3,84

1.16 EFE Matrix

The EFE Matrix is used to analyze external factors owned by the company.

Tabel 4.4. EFE Matrix

No.	Opportunities	N3	N4	Amount	Rating	Weight	Score
1.	Business continuity is still conducive	3	4	7	3,5	0,14	0,49
2.	There are no substitutes for the product	4	4	8	4	0,16	0,64
3.	Good relationships with suppliers in Medan	3	4	7	3,5	0,14	0,49
4.	Suppliers are already using social media to make communication easier	3	4	7	3,5	0,14	0,49
Total Opportunities Score							2,11

No.	Threats	N3	N4	Amount	Rating	Weight	Score
1.	Tight industry competition	2	4	6	3	0,12	0,36
2.	Many new competitors with cheaper prices	4	4	8	4	0,16	0,64
3.	There are many similarities in products in the shoe industry	4	4	8	4	0,16	0,64
Total Threat Score							1,64
Total							3,75

2. Discussion

The purpose of the IE matrix is to determine the company's position and obtain strategic choices based on observations of internal and external factors. The following is the Guzzini IE matrix obtained from the total IFE and EFE scores.

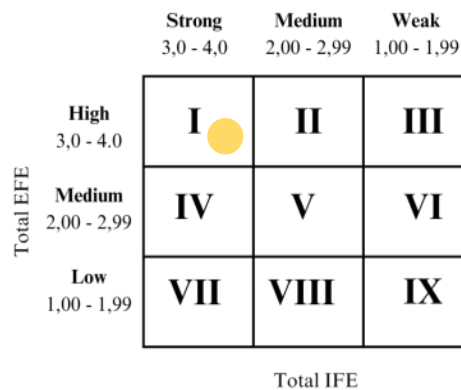


Fig 5.1. IE Matrix

Based on the image above be concluded that the Guzzini IE matrix is in the horizontal axis position (Y axis) which is a total IFE matrix score of 3.84, and the vertical axis (X axis) which is a total EFE matrix score of 3.75, so it can be seen that Guzzini's position is in the cell I (grow and build) with strategic steps that can be used namely intensive (market penetration, market development, and product development) or integration (backward integration, forward integration, and horizontal integration). To determine a strategy, a basic analysis is needed relating to internal and external factors, namely: using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) (Kusbandono, 2019). Based on the results of identifying strengths, weaknesses, opportunities, and threats, the researcher compiled a SWOT matrix to obtain the right strategy formulation for Guzzini's strategies in marketing their products. Guzzini's strategy formulation is explained in the table below.

Tabel 5.1. SWOT Matrix Analysis

	Strength (S)	Weakness (W)
	1. Focused market segmentation 2. Premium raw materials and handmade 3. A work culture that is not too formal 4. Ease of transactions 5. Ease of shopping 6. Has its product cash characteristics 7. Prices commensurate with quality	1. A marketing strategy that only uses social media 2. Promotional activities are not optimal 3. Offline shops that are no longer operational 4. Insufficient implementation of SOPs 5. Quite a lot of competition 6. Unmet targets
Opportunity (O)	Strategi SO	Strategi WO
1. Business continuity is still conducive	1. Improve product quality while	1. Carry out more creative and intensive

2. There are no substitutes for the product 3. Good relationships with suppliers in Medan 4. Suppliers are already using social media to make communication easier	continuing to use premium and handmade raw materials, (S2, O1).	promotional activities to reach more consumers, (W2, O2). 2. Produce your unique products in collaboration with local suppliers more intensively, (W6, O3)
Threat (T)	Strategi ST	Strategi WT
1. Tight industry competition 2. Many new competitors with cheaper prices 3. There are many similarities in products in the shoe industry	1. Maintain and innovate products so that they have their characteristics and uniqueness, (S6, T3). 2. Maintain good product quality so that it matches the price given, (S7, T2)	1. Reactivate Offline and Online stores simultaneously, (W6, T1)

Based on the table above, here are the results of the strategies:

1) S-O Strategy

Improving product quality by continuing to use premium and handmade raw materials to increase consumer loyalty. This strategy is obtained based on the combination of the second strength or (S2), namely premium and handmade raw materials, with the first opportunity or (O1), namely business continuity is still conducive. By taking advantage of the opportunity for conditions in the shoe industry that are still conducive to running, Guzzini can continue to improve the quality of its products by continuing to use premium materials and handmade concepts to attract more consumers and build consumer loyalty to Guzzini. Considering that the industrial market is still very broad and consumers always need it, this strategy can be used to reach a wider market scope to increase Guzzini's sales.

2) W-O Strategy

- a) Carry out more creative and intensive promotional activities to reach more consumers. This strategy is obtained based on a combination of the 2nd weakness or (W2), namely promotional activities are not optimal with the 2nd opportunity, or (O2), namely there are no substitute goods for the product. The absence of substitute goods (substitute products) for shoe products means that people still use shoes for their daily needs which function as footwear, in other words, consumer demand for shoes will always be there. Guzzini can use this to carry out creative and more aggressive promotions so that Guzzini's existence becomes more well-known in this industry and is known to many people, which will increase sales.
- b) Producing its distinctive products in collaboration with local suppliers more intensively. This strategy was obtained based on combining the 6th weakness (W6), namely targets that were not met, with the 3rd opportunity (O3), namely good relationships with suppliers in Medan. Guzzini can take advantage of the opportunity to build good collaboration with suppliers in Medan to create products that are different from products in other shoe industries. Guzzini can produce its products with new and fresher models to attract consumers to shop at Guzzini so that sales targets will be met well.

3) S-T Strategy

- a) Maintain and innovate products so that they have their characteristics and uniqueness. This strategy is obtained based on the combination of the 6th strength or (S6), namely having its product cash characteristics with the 3rd threat or (T3), namely that there are many product similarities in the shoe industry. To reduce threats from external parties, namely the large number of the same products on the market, Guzzini must continue to innovate and have creativity and attractive characteristics to be able to compete in this industry, instead of following the majority of similar products, this will only make it difficult for Guzzini to survive in this industry.
- b) Maintain good product quality so that it matches the price given. This strategy is obtained based on the combination of the 7th force or (S7), namely prices that match quality, with the 2nd threat or (T2), namely the number of new competitors with cheaper prices. To reduce the impact of the threat of many competitors in the same industry with cheaper prices, Guzzini must maintain its quality and provide proof to consumers that the prices set for its products are appropriate when compared to the quality provided.

4) W-T Strategy

Reactivate Offline and Online stores simultaneously. This strategy is obtained based on a combination of the 6th weakness or (S6), namely targets that are not met, with the first threat or (T1), namely tight industrial competition. To avoid threats in the tight industry competition, Guzzini must start building a strategy to activate his offline shop like before. Considering that consumers sometimes prefer to visit offline stores rather than online because there is a need to see and try products directly. However, online sales must also continue to be carried out simultaneously, to give consumers the choice to make purchases offline or online.

Quantitative Strategic Planning Matrix is a technique that can objectively determine alternative strategic options (Nataliningsih, 2918:67). The QSPM method is a tool recommended for strategists to evaluate alternative strategy options objectively based on previously identified key internal-external success factors.

Tabel 5.2. QSPM Matrix Analysis

SWOT Indicator	Score	Strategy 1 Improving product quality while still using premium raw materials and handmade concepts		Strategy 2 Carrying out more creative and intensive promotional activities to reach more consumers	
		AS	TAS	AS	TAS
Strengths	Weight	AS	TAS	AS	TAS
Focused market segmentation	0,07	3,5	0,245	4	0,28
Premium raw materials and handmade	0,08	3,5	0,28	4	0,32
A work culture that is not too formal	0,07	4	0,28	4	0,28
Ease of transactions	0,08	4	0,32	4	0,32
Ease of shopping	0,08	3,5	0,28	4	0,32
Has its product cash characteristics	0,08	4	0,32	4	0,32
Prices commensurate with quality	0,08	3,5	0,28	3,5	0,28
Weaknesses	Weight	AS	TAS	AS	TAS
A marketing strategy that only uses social media	0,08	4	0,32	4	0,32
Promotional activities are not optimal	0,08	3,5	0,28	3,5	0,28
Offline shop that is no longer operational	0,08	4	0,32	3,5	0,28
Insufficient implementation of SOPs	0,07	4	0,28	4	0,28
There's quite a lot of competition	0,07	4	0,28	4	0,28
Unmet targets	0,08	4	0,32	4	0,32
Opportunities	Weight	AS	TAS	AS	TAS
Business continuity is still conducive	0,14	4	0,56	4	0,56
There are no substitutes for the product	0,16	4	0,64	4	0,64
Good relationships with suppliers in Medan	0,14	4	0,56	4	0,56
Suppliers are already using social media to make communication easier	0,14	4	0,56	3,5	0,49
Threats	Weight	AS	TAS	AS	TAS
Tight industry competition	0,12	3,5	0,42	4	0,48
Many new competitors with cheaper prices	0,16	4	0,64	4	0,64
There are many similarities in products in the shoe industry	0,16	4	0,64	4	0,64
Total			7,825		7,89

SWOT Indicator	Score	Strategy 3 Producing products with their characteristics in collaboration with local suppliers more intensively		Strategy 4 Maintaining and innovating products so that they have their characteristics and uniqueness	
		AS	TAS	AS	TAS
Strenghts	Weight	AS	TAS	AS	TAS
Focused market segmentation	0,07	3,5	0,245	4	0,28
Premium raw materials and handmade	0,08	3,5	0,28	4	0,32
A work culture that is not too formal	0,07	2,5	0,175	4	0,28
Ease of transactions	0,08	2,5	0,2	3	0,24
Ease of shopping	0,08	3	0,24	4	0,32
Has its product cash characteristics	0,08	3,5	0,28	3	0,24
Prices commensurate with quality	0,08	3,5	0,28	3	0,24
Weaknesses	Weight	AS	TAS	AS	TAS
A marketing strategy that only uses social media	0,08	2,5	0,2	3,5	0,28
Promotional activities are not optimal	0,08	3,5	0,28	3,5	0,28
Offline shop that is no longer operational	0,08	3	0,24	3,5	0,28
Insufficient implementation of SOPs	0,07	3	0,21	3,5	0,245
There's quite a lot of competition	0,07	3	0,21	4	0,28
Unmet targets	0,08	3,5	0,28	4	0,32
Opportunities	Weight	AS	TAS	AS	TAS
Business continuity is still conducive	0,14	3,5	0,49	4	0,56
There are no substitutes for the product	0,16	3,5	0,56	4	0,64
Good relationships with suppliers in Medan	0,14	3	0,42	3,5	0,49
Suppliers are already using social media to make communication easier	0,14	3	0,42	3,5	0,49
Threats	Weight	AS	TAS	AS	TAS
Tight industry competition	0,12	3,5	0,42	3,5	0,42
Many new competitors with cheaper prices	0,16	3,5	0,56	4	0,64
There are many similarities in products in the shoe industry	0,16	4	0,64	4	0,64
Total			6,63		7,485

SWOT Indicator	Score	Strategy 5 Maintain good product quality to match the price given		Strategy 6 Reactivate Offline and Online stores simultaneously	
		AS	TAS	AS	TAS
Strenghts	Weight	AS	TAS	AS	TAS
Focused market segmentation	0,07	3,5	0,245	3,5	0,245
Premium raw materials and handmade	0,08	3,5	0,28	3,5	0,28
A work culture that is not too formal	0,07	3,5	0,245	4	0,28
Ease of transactions	0,08	3,5	0,28	4	0,32
Ease of shopping	0,08	4	0,32	3,5	0,28
Has its product cash characteristics	0,08	3,5	0,28	4	0,32
Prices commensurate with quality	0,08	4	0,32	3,5	0,28
Weaknesses	Weight	AS	TAS	AS	TAS
A marketing strategy that only uses social media	0,08	4	0,32	4	0,32
Promotional activities are not optimal	0,08	3	0,24	3,5	0,28
Offline shop that is no longer operational	0,08	3,5	0,28	4	0,32
Insufficient implementation of SOPs	0,07	3,5	0,245	4	0,28
There's quite a lot of competition	0,07	3,5	0,245	4	0,28
Unmet targets	0,08	3,5	0,28	4	0,32
Opportunities	Weight	AS	TAS	AS	TAS
Business continuity is still conducive	0,14	4	0,56	4	0,56
There are no substitutes for the product	0,16	3	0,48	4	0,64
Good relationships with suppliers in Medan	0,14	4	0,56	4	0,56
Suppliers are already using social media to make communication easier	0,14	3,5	0,49	4	0,56
Threats	Weight	AS	TAS	AS	TAS

Tight industry competition	0,12	4	0,48	3,5	0,42
Many new competitors with cheaper prices	0,16	4	0,64	4	0,64
There are many similarities in products in the shoe industry	0,16	3,5	0,56	4	0,64
Total			7,35		7,825

There are also alternative results of the QSPM matrix strategy which are explained in the table below.

Table 5.3. Results of Alternative QSPM Matrix Strategy

No.	Alternatif Strategi	Skor TAS
1.	Improving product quality while still using premium raw materials and handmade concepts	6,67
2.	Carrying out more creative and intensive promotional activities to reach more consumers	7,89
3.	Producing your distinctive products in collaboration with local suppliers is even more intensive	6,63
4.	Maintaining and innovating products so that they have their characteristics and uniqueness	7,485
5.	Maintain good product quality to match the price given	7,35
6.	Reactivate Offline and Online stores simultaneously	7,825

Based on the results of the analysis of the QSPM Matrix, six alternative strategies were obtained in order, carrying out more creative and intensive promotional activities to reach more consumers with a TAS value (7.89), reactivating Offline and Online stores simultaneously with a TAS value (7.825), maintain and innovate products so that they have their characteristics and uniqueness with a TAS value (7.485), maintain good product quality so that it matches the price given with a TAS value (7.35), improve product quality while still using premium raw materials and the handmade concept with a TAS value (6.67) and finally producing its distinctive products in collaboration with local suppliers even more intensively with a TAS value (6.63). Based on the TAS value, the most suitable strategy according to researchers that can be used and implemented is the second strategy, namely (2) carrying out more creative and intensive promotional activities to reach more consumers and the sixth strategy (6), namely reactivating offline stores and Online simultaneously.

1) Carry out more creative and intensive promotional activities to reach more consumers. Guzzini can take part in promotional programs provided by the marketplace, collaborate with influencers, or by placing advertisements on social media.

2) Reactivate offline and online stores simultaneously. Guzzini can reactivate offline stores that have been closed for several years by looking for new strategic locations. Apart from that, Guzzini can also participate in offline bazaars so that more customers can be reached offline.

For online, Guzzini can use social media such as Instagram to reach more customers. Because based on the results of previous interviews, Guzzini has not maximized promotion via social media. Don't forget to stay active and update information on the marketplace because the biggest sales of Guzzini products online are on the Marketplace.

IV. CONCLUSION

Based on the results of the analysis carried out and the discussion that has been presented, there are several conclusions obtained in this research, namely as follows:

1) Several strengths were found in the internal factors of Guzzini's marketing strategy, namely that Guzzini always improves product quality while still using premium and handmade raw materials. This is done so that there is an increase in customer loyalty. Not only that, Guzzini also provides convenience in transactions and shopping as well as prices that match the quality of the products provided by Guzzini. Apart from strengths, Guzzini also has several weaknesses. One of Guzzini's weaknesses is that the marketing strategy used by Guzzini is only social media with less than optimal promotion. Apart from that, the implementation of SOPs that are less strict and competition from online sellers is very tight, meaning that targets cannot be met. And finally, Guzzini's offline store is no longer operating, because it cannot cover operational costs.

2) The condition of external factors in the marketing strategy carried out by Guzzini also found factors that became opportunities and threats. In terms of opportunities, Guzzini can attract more consumers by increasing the quality of the product. Even though it no longer has an offline shop, Guzzini's business continuity is still conducive, there are no substitute products and suppliers also have a good relationship with Guzzini. But not only these opportunities, Guzzini also has several threats, namely increasingly fierce competition where they are very competitive in terms of price and similar products.

3) The appropriate marketing strategy to be implemented by Guzzini using the SWOT method is to use the SO (Strength-Opportunity) Strategy, namely improving product quality while still using premium and handmade raw materials. WO (Weakness-Opportunity) strategy by increasing creative promotions producing its characteristics and collaborating with suppliers. ST (Strength-Threat) strategy by maintaining and innovating products and maintaining product quality. As well as the WT (Weakness-Threat) strategy, by reactivating offline and online stores simultaneously.

4) The appropriate marketing strategy for Guzzini to implement using the QSPM method is to improve product quality, carry out more creative promotions, produce products with their characteristics, maintain and innovate products, and open offline and online stores simultaneously.

V. SUGGESTIONS

Based on the conclusions presented, the researcher provides several suggestions for this research regarding Guzzini's strategy, namely as follows:

1) Practical Advice

a. Establish good cooperation with suppliers. It is because building cooperation with suppliers is a strategic step that can provide many benefits to Guzzini, such as relating to product supply stability, improving product quality, and cost efficiency.

b. Utilizing technology in carrying out promotions. Developing a content marketing strategy that is interesting and relevant to consumers is one of the important things to do in product marketing, especially if you don't have an offline store.

c. Open an offline shop. Even though nowadays every one of all ages uses social media, using offline stores, especially in the shoe industry, is very important to implement. This happens because consumers can directly try the product without having to worry about the size not being right, the color not being right, and so on.

2) Theoretical Suggestions

Guzzini can apply SWOT and QSPM analysis to identify the right strategies to use in improving marketing at Guzzini, including internal strengths (such as good product quality), weaknesses (such as the absence of offline stores), external opportunities (such as customers who have high loyalty) and also threats (such as intense competition for similar products). By understanding each of these factors, companies can design optimal marketing strategies by maximizing every existing potential and overcoming threats that could hinder the company's development. In terms of management, the ability to make decisions based on these factors is very important to know.

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