

APPLICATION OF SWOT ANALYSIS AS A MARKETING STRATEGY IN RUMAH INDUSTRI LAJU JAYA MANDIRI

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ABSTRACT

Karawang is one of the industrial cities in Indonesia. As a growing industrial city, the pace of economic growth as well as changes in technology and information is accelerating. This has become one of the driving factors for the creation of intense competition and forces MSME actors to continue to innovate and design strategies to compete for consumers and meet consumer needs and desires. In addition, the CORONAVIRUS pandemic has brought many changes to the social and economic situation that have a direct impact on company turnover. Research Objectives To find out what strategies the company should do in order to optimize sales, understand changes and continue to exist in the midst of intense competition. This type of research is descriptive (qualitative). The type of data used in this study is primary data. The results of internal and external analysis that the company still has many shortcomings are known in the marketing process, the Home Industry company, the pace of independent success is less fast in adapting to the pace of growth and changing times, as well as the lack of strategy in the marketing process in the midst of such tight competition. The results of the External and Internal Environmental Analysis, SWOT Analysis are known that there are several problems and obstacles in the marketing process experienced by the Company, including, less massive promotion, not yet have a trademark, limited capital, less efficient production system, unstable product quality, lack of Innovation, Packing is not neat, Prices are not competitive. Suggestions for efforts that can be made by the company include making a trademark, this is very vital because it is a product identity, passive promotion, improving the production system because product quality directly affects customer satisfaction. And reformulate pricing to be more competitive and create new innovations in order to survive in the competition.

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1. INTRODUCTION

The economy is a very strategic sector and is one of the focuses of the government in various regulations as an effort to achieve prosperity. Given the importance of a country's economic sector, it is necessary to develop a planned and directed plan to achieve this goal.

This achievement is inseparable from the success of the government's efforts to overcome the *Coronavirus* pandemic, according to a source from the Coordinating Ministry for Economic Affairs. The information also shows that the Indonesian economy continues to grow by 7.07% (year-on-year) in the second quarter of 2021. Achievements throughout 2021 recorded this increase as the highest in the last 16 years. In the context of financing small, medium and micro enterprises, the

*APPLICATION OF SWOT ANALYSIS AS A MARKETING STRATEGY IN RUMAH INDUSTRI LAJU
JAYA MANDIRI Ahmad Suhaeli, Citra Savitri, Syifa Pramudita Faddila*

contribution rate to GDP is 61.07%, which makes the economy grow, and the government has sent a signal to continue to increase financing for small, medium and micro enterprises. . (Hidranto, 2021)

Karawang is one of the regions/cities in West Java with a more developed economy compared to other regions/cities. This can be seen from the value of regional gross domestic product for the region which reached Rp. 163.74556 billion in 2019. (Wicaksono et al., 2019)

Based on the data above, it can be concluded that Karawang is one of the industrial cities in Indonesia. As a growing industrial city, the growth rate of economy and changes in technology and information are accelerating. This is one of the drivers of fierce competition, forcing MSMEs to continue to innovate and develop strategies to win the hearts of consumers and meet their needs and desires. To win the competition, the company must be able to analyze the changes that have occurred. According to previous researchers (Wemaer et al., 2022) who mentioned a high level of competition requires proper strategic planning so that companies can read and translate every change and seize every opportunity. For this reason, according to (Indriyani et al., 2022) Planning a marketing strategy is a beginning towards change, starting from analyzing internal and external environmental factors.

Marketing strategy is the tip of a company's impact, the company's success in marketing products will determine the sustainability of the company. The above statement is reinforced by modern marketing theory quoted from (Wemaer et al., 2022) The key to a company's competitive success depends on agility to adapt to a complex and changing environment. Such changes are characterized by the rise and fall of sales of products or services due to fluctuations in external factors (region, environment, economy, consumer tastes and competition) and internal factors (sales of intermediaries and suppliers with limited resources, technology, and manajemen). Therefore, according to (Nurcahya et al., 2015) stated that marketing strategy is the ability to sell or distribute products owned to achieve business goals or objectives, business actors must be very aware of the opportunities that exist around them. To deal with In this case, the company must understand its strengths, weaknesses, opportunities, and threats in order to understand to be implemented into a good strategy for the company.

SWOT analysis is a method of looking at the external and internal marketing environment (Armstrong & Kotler, 2017). Meanwhile, according to (Suryatama, 2014) SWOT is a strategic planning method that is used to assess strengths, weaknesses, opportunities, and threats in a project or a business speculation. Menurut (Savitri, 2018) SWOT analysis is implemented to optimize the strengths and opportunities that exist in the company by minimizing the shortcomings and threats that the company is or will face. A SWOT analysis consisting of strengths and weaknesses, external information in the form of opportunities and threats is an overview of a company in order to draw up a plan.

The *fiberglass* motorcycle variation business is a type of business that exists quite in Karawang City. Because there is an area where the area has a community of households engaged in Industri making variations of motors made of *Fiberglass*. Therefore, *Fiberglass* business people are required to continue to innovate in order to survive the competition. All business people are required to prepare strategi to satisfy the heart and grow consumer passion into a pleasure in using products and services, so as to make a positive impression. This effort is carried out as a way to achieve a comprehensive advantage over entrepreneurs. One of the MSMEs engaged in the *Fiberglass* field is the Laju Jaya Mandiri Home Industry where this company has been established since 1997. However, in the course of yes, this company has many obstacles starting from the

beginning of its establishment where at that time there was a monetary crisis and in 2019 was also affected by the *Coronavirus* pandemic.

Table 1.1 Annual turnover of Home Industry Laju Jaya Mandiri

Year	Income
2017	IDR 3,154,000,000
2018	IDR 2,745,000,000
2019	IDR 2.147,000,000
2020	IDR 2.243,000,000
2021	IDR 2.422,000,000

Source : Home Industri Laju Jaya Mandiri

Based on table 1.1, it shows that the Turnover of *Home Industries* at the pace of Jaya Mandiri Periode 2017 to 2021 experienced a slowdown which led to a decline. In 2021 there was an increase in turnover of Rp. 2. 622,000,000. From the information presented in table 1.1, it can be concluded that the sales system made by the management of Home Industri Laju Jaya Mandiri is still suboptimal, this is due to the many economic and social changes caused by the *Coronavirus* pandemic. Thus, to increase sales, the company must design and evaluate marketing strategies by analyzing the company's external and internal environmental factors.

The purpose of research is to know what strategies the company must do to optimize sales To understand changes and continue to exist in the midst of intense competition, to make it easier for companies to take advantage of opportunities and minimize threats and to find out what internal and external environmental factors cause non-optimal sales.

2. LITERATURE REVIEW

According to Sedarmayanti (2017: 31) in (Pratamahanu et al., 2021) what is meant by strategy management is an organizational way to answer the question of, What is the direction and long-term goals of the company? What is the target going forward? . Meanwhile, menurut (Suhardi, 2018) Strategy management is a science and can also be said to be an art to carry out various activities such as the formulation, implementation and also evaluation of each activity in the company in order to achieve the goals or objectives that have been set jointly by the organization and the company. From the opinions of the above experts, it can be concluded that strategic management is an action to formulate or plan the direction of the company's movement in order to realize the vision and mission of the company.

Strategy pemasaran menurut (Assauri, 2013) marketing strategy is a set of goals and objectives, policies and rules that give direction to the company's marketing efforts over time, at each level and its reference and allocation, especially as a company's response in the face of an ever-changing environment and competitive circumstances. According to Tjiptono (2012) in (Suryatman et al., 2021) marketing tactics are planning that describes the company's expectations of the impact according to various kinds of marketing activities or events on the demand for its products or product lines in a particular market. Companies are able to use 2 or more marketing events simultaneously, because each type of event (e.g. advertising, promotion, sales, personal selling, customer service & product development) has a significant impact on demand. Therefore, a procedure is needed that can coordinate marketing events so that the events are in line & integrated using synergistics. This mechanism is claimed to be a marketing tactic.

According to Rangkuti (2019: 19) in (Halawa, 2021) SWOT analysis is the systematic identification of various factors to formulate a company strategy used to evaluate (*Strenght, Weakness, Opportunities, and Threats*) in a project or business. Meanwhile, according to (Rangkuti, 2017) in (Case et al., 2022) SWOT analysis is the systematic identification of various factors to formulate a company's strategy. From the opinions of the experts above, it can be concluded that SWOT analysis isa form of tool to tapang a strategy that will be used. According to (Suryatama, 2014) Some of the benefits that can be obtained from a SWOT analysis include:

1. As a guideline for companies, it is hoped that companies can choose the best policies and plans for business development in the future.
2. Being a form of analysis and feedback for strategic policies and company planning systems can help improve company performance. A SWOT analysis can help businesses think about various policy evaluation efforts and see which ones are profitable and which are detrimental.
3. Mdescribes the current state of the company. From here, it will be easier to provide information about how the company will perform in the future.
4. Providing new challenges for management will help identify more effective policy ideas and fresh solutions to existing problems. Problems such as weaknesses, opportunities, and threats from outsiders will encourage management to develop new ideas.

3. RESEARCH METHODS

This type of research is qualitative descriptive research and descriptive being one of the methods that describes an object that corresponds to reality or as it is. According to (Sugiyono, 2017) Descriptive analysis is a statistic used to analyze data by describing its features and Conclusion Information in this report without intending to make any generalizations. According to (Moleong, 2012) Qualitative research is research that aims to understand the situations, perceptions, motivations and behaviors experienced by the research subjects.

According to Sugiyono (Sugiyono, 2017) data collection techniques are the most strategic step in research because the main purpose of the study is to obtain data. Data collection techniques in this study with interviews and observations. Wawancara is a meeting of two people to exchange information and ideas through javanese questionb, so that it can be formulated meaning in a certain topic. (Sugiyono, 2017). Interviews are a useful tool to gather information if you want to do a preliminary study to find a problem that needs to be investigated or if you want to know more about the respondents and the number of respondents is small.

The type of data used in this study is primary data which is data obtained directly from the Laju jaya Mandiri *Home Industry* Company which is the place of research. (Pongajouw et al., 2022) Primaryormation inf is a source of research information that is perpetuatedby not hammering the saddle.

Research instruments are tools that can be used to collect research information (Vienna Sanjaya, 2012). Theresearch instrument used in this study is the researcher himself because the research is qualitative and the presence of the researcher in the field is an absolute requirement to meet the reliability requirements. The information obtained is in the form of quantitative information and qualitative information, qualitative data is data thatforms a narrative that is not in the form of numbers, which is related to the problem to be studied and obtained fromhasil interviews. This data can be obtained from interviews with partners and owners of home industry companies in The Independent Pace of Glory.

4. RESULTS AND DISCUSSION

Description of the Interview Results

An interview is a method of obtaining data by questioning directly to the person who recognizes the object under study. In this case, wawancara was tried with the company owner and partners of Home Industri Laju jaya Mandiri as a source that was considered related to research variables.

Informant 1 as the owner of Home Industri Laju Jaya Mandiri

The first informant is the owner of the company, when asked about the strength of the company including the company making products with high-quality raw materials, the products traded are also diverse and have quite a lot of resellers and are ready to receive returns and refunds if there is damage to the goods caused by the company. For its convenience, this company is constrained by limited capital and does not yet have a trademark. For its threat the owner of the company complained about fluctuating raw material prices which affected the pricing that was less comprehensive. Meanwhile, the opportunity that can be maximized by this company is technological advances, with the existence of e-commerce such as the Shopee, Bukalapak, Tokopedia, and Lazada platforms.

Informant 2 as reseller of Home Industri Laju Jaya Mandiri

The second informant, namely a *reseller* with the name of the online store "Rider Kece", explained the strength of this company, namely that consumers can customize motifs and colors according to consumers' wishes. The payment system for sellers is post-sale where resellers can take the goods first and be paid when the goods have been sold. And the strength of this business is that the owner of the company is very good and provides comfort for its partners. For its own weakness, this company does not yet have a good production system, making the production process of goods quite long, namely 3 days to 4 days and the quality in this company is unstable, this is because the production system itself needs to be evaluated. When asked about the threat, this second informant complained about the price of competitors who dared to provide a fairly low selling price. As for the peluang, the existence of *e-commerce* provides a great opportunity for MSMEs to compete with large companies.

Informant 3 as Reseller Home Industri Laju jaya Mandiri

The third informant is a *reseller* with the store name "Ziers Moto Shop". When asked about the strength of this company, the third informant mentioned several strengths, namely, this company has many types of motor variation products, a post-sale payment system so as to provide convenience for partners to continue to be loyal to this company. For his own weakness, this third informant stated that there is a lack of innovation and the infrequent release of new types of products. Meanwhile, when asked about opportunities, this third informant saw a great opportunity for the company to continue to grow, due to the ease of internet access and many platforms that can be used to market their products. Behind the considerable opportunity, of course, there are threats that must be considered such as the emergence of many new companies of the same kind which certainly add to the fierce competition.

Informant 4 as Reseller of Home Industry Laju jaya Mandiri

The fourth informant is still a reseller with the name of the online store "Aizen Moto Shop". When asked about the strength of the company, the fourth informant said that *Home Industri Laju Jaya Mandiri* is a company engaged in the industry of making the oldest fiberglass-based motor variations, so it already has thousands of consumers who have certainly won consumer trust. It's

just that for its convenience, this company is related to *packing* which is sometimes not neat which results in damaged goods during the shipping process. For opportunities that can be utilized by the company, namely, companies that have been established since 1997 have a lot of experience to be evaluation materials, and the automotive market in Indonesia still has many enthusiasts. Meanwhile, the threat itself is that the rapid development of the times forces companies to be fast-paced in adopting progress and change.

From the results of the interview above, it is known that important t-points related to strength, weaknesses, opportunities and threats to *home industry* companies. Procedures for Information Analysis In processing information to obtain alternative solutions, the procedures used are SWOT analysis.

Internal and External Account L Analysis

Internal Factors	
Strenght (Strength) <ol style="list-style-type: none"> 1. Quality raw materials 2. Assorted products 3. Has many partners 4. Receive returns and refunds 5. Can custome products 6. Post-sale payments for resellers 7. The company has been established since 1997 	Weakness <ol style="list-style-type: none"> 1. Limited capital 2. Less efficient production system 3. Unstable product quality 4. Lack of Innovation 5. Packing is not neat 6. Less competitive price 7. Less massive promotion 8. Do not have a trademark
External Factot	
Opportunity <ol style="list-style-type: none"> 1. The number of e-commerce platforms that can be utilized 2. Automotive market that is still many fans 3. Ease of internet access 4. Have a consumer data base 	Threat <ol style="list-style-type: none"> 1. Fluctuating raw material prices 2. The prices provided by competitors are very competitive 3. Many new competitors have sprung up 4. The rapid development of the times forces companies to continue to move quickly in responding to changes and progress.

SWOT Matrix

The SWOT matrix is a structured method of analyzing the four aspects collected in the analysis that describe the match very well among others. This identification is based on the assumption that a strategy is intended to optimize strengths and opportunities, and minimize weaknesses and threats. Swot matrix is used to improve 4 types of alternative strategies, namely SO(*strength- opportunities*), WO strategy(*weaknesses- opportunities*), ST strategy(*strengths- threats*), and WT strategy(*weaknesses- threats*) (Rangkuti, 2013). According to (Savitri, 2018) The SWOT Matrix describes clearly how a company's external opportunities and threats can be adapted to its strengths and weaknesses. Here are the matriks per erusahaan Home Industri Laju Jaya Mandiri

Table 3. SWOT Matrix (*Strenght, Weakness, Opportunityes, Threat*)

<p>Internal Factors</p> <p>External Factors</p>	<p><i>Strenght</i></p> <ol style="list-style-type: none"> 1. Quality raw materials 2. Diverse products 3. Has many Resellers 4. Receive returns and refunds 5. Can custome products 6. Post-sale payments for resellers 7. The company has been established since 1997 	<p><i>Weakness</i></p> <ol style="list-style-type: none"> 1. Limited capital 2. Less efficient production system 3. Unstable product quality 4. Lack of Innovation 5. Packing is not neat 6. Less competitive price 7. Less massive promotion 8. Less strategic workshop location 9. Don't have a trademark yet
<p><i>Opportunities</i></p> <ol style="list-style-type: none"> 1. The number of e-commerce platforms that can be utilized 2. Automotive market that is still many fans 3. Ease of internet access 4. Have a consumer data base that can be used for promotion 	<p><i>Strategy (SO)</i></p> <ol style="list-style-type: none"> 1. Increase the use of online buying and selling Marketplaces in modern promotions. 2. Increase company capacity by utilizing teamwork capabilities and company experience to reach potential markets 3. Improving product quality so that quality raw materials can feel the advantages. 4. Creating a trademark. 	<p><i>Strategy (WO)</i></p> <ol style="list-style-type: none"> 1. Make SOP packing so that the quality of goods when shipping can be maintained. 2. Establish mutually beneficial cooperation withsimilar companies that stand in the surrounding area. 3. Reformulate pricing so that the price difference is not too far from competitors. 4. Optimizing income turnover against limited capital. 5. Promoting
<p><i>Threat</i></p> <ol style="list-style-type: none"> 1. Fluctuating raw material prices 2. The prices provided by competitors are very competitive 3. Many new competitors have sprung up 4. Theadvancementand development of technology has an impact on the slowness of companies in adapting and adopting it. 	<p><i>Strategy (ST)</i></p> <ol style="list-style-type: none"> 1. Create member cards and special prices for loyal consumers to attract repurchase interest. 2. Continuing to make new innovations that are more in line with consumer desires by "filling the line" this aims to attract customers with new product variants and add product value in the eyes of customers. 3. Maximize the use of online buying and selling platforms to increase opportunities and maximize sales. 4. Creating an e- word of mouth strategy with potential customers, which consumers expect to provide good testimini to others. 	<p><i>Strategy (WT)</i></p> <ol style="list-style-type: none"> 1. Evaluate the production system for time efficiency and saving raw materials. 2. In the production process, it is necessary to hold a Quality control section so that product quality can be stable. 3. Multiply partners or Resellers.

Based on the SWOT Analysis above, there is a SWOT Matrix, as follows:

APPLICATION OF SWOT ANALYSIS AS A MARKETING STRATEGY IN RUMAH INDUSTRI LAJU JAYA MANDIRI Ahmad Suhaeli, Citra Savitri, Syifa Pramudita Faddila

SO (*Strengths- Opportunities*) Strategy

Creating a trademark so that the product is easier for consumers to recognize and remember. Then coordinate with resellers regarding the use of media in promotions both traditionally and modernly so that sales are maximized. And improve the company's performance by utilizing the company's teamwork capabilities and experience to reach potential markets, as well as evaluating the production system to improve product quality so that quality raw materials can produce good products.

WO (*Weaknesses- Opportunities*) Strategy

Make SOP packing so that the quality of goods when shipping can be maintained. Then Establish mutually beneficial cooperation with similar companies in the surrounding area, such as bartering raw materials when the company runs out of materials for production. and Reformulating pricing so that the price difference is not too far from competitors so that it can continue to exist in the tight competition, as well as optimizing the turnover of income to limited capital.

ST (*Strengths- Threats*) Strategy

Create member cards and special prices for potential customers to attract repurchase interest and create an *e-WOM strategy*. Continue to make new innovations so as not to be left behind by competitors and maximize the use of online buying and selling platforms to increase opportunities and maximize sales.

WT Strategy (*Weaknesses- Threats*)

Evaluate the production system for time efficiency and saving raw materials. In the production process, it is necessary to hold a Quality control section so that product quality can be stable. Where are the goods that do not pass the QC. It can be returned to the production section so that it is repaired. As well as making special proposals for resellers to increase work partners or *Resellers*.

Alternative Strategy Analysis

Table 4. Alternative Strategy Analysis

Strategy	Analysis Results	Action Plan
SO Strategy	Maximize the use of trending social media and join or create a group to permalready the owner of the company m communicating the products owned, connected easily, quickly and widely in obtaining data about the market.	<ol style="list-style-type: none"> 1. Create a corporate web 2. Create a company instagram account 3. Creating a company tiktok account 4. Create a company facebook account 5. Provide a form of criticism and advice to each customer to be a reference material for evaluation
WO Strategy	Utilizing government programs and improving the ability of employees so that quality raw materials can produce quality products and minimize defective products.	<ol style="list-style-type: none"> 1. Borrowing KUR microenterprises in bri banks. 2. Looking for Investors 3. Conducting regular employee training to improve employee

		abilities and professionalism
ST Strategy	Designing new targeting strategies and sponsoring automotive events. As well as creating interesting content and then creating a catalog so that affiliates and end consumers can easily understand and know the advantages of the products being sold	<ol style="list-style-type: none"> 1. Running a multi-level marketing strategy or what we usually know as MLM. in order to increase resellers or partners. 2. Implement a saving package strategy to increase the quantity of products sold and The offer is based on the wishes of consumers. The price is adjusted to the minimum order.. 3. Become a sponsor when there is a racing event such as roadrace or dragrace.
WT Strategy	Have a plan to achieve the goal which is continued with various designs to achieve the marketing goals that have been determined by the company so that a product can have a planned selling target	<ol style="list-style-type: none"> 1. Determine company targets and conduct evaluations and coordination with partners every month 2. Expand the sales target to partners or resellers and then provide bonuses to resellers when they reach predetermined targets to increase the enthusiasm and loyalty of partners to the company.

Source: Results processed by the author (2022)

4. CONCLUSION

The results of the research that has been carried out in the company show that it is known that in its marketing techniques, home industry companies have a less fast pace of self-success in adapting to the pace of growth and changing times, as well as a lack of strategy in the marketing process amid such fierce competition.

The results of the External and Internal Environment Analysis, SWOT Analysis are known that there are several problems and obstacles in the marketing process experienced by the Company, including, Less massive promotion, not having a trademark, not having a trademark, . Limited capital, Less efficient production system, Unstable product quality, Lack of Innovation, Less neat packing, Less competitive price.

Proposals for efforts that can be made by the company include, making a trademark this is very vital because as a product identity, promoting promotion, improving the production system because directly the quality of the product affects customer satisfaction. And reformulate pricing to be more competitive and strengthen new innovations to survive the competition.

For further research, it can be focused on digital marketing strategies because in this digitalization era, it has great potential to develop the company.

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