

SWOT Based Service Quality Improvement Strategy at PT. FOKUS KUALITAS UTAMA

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Abstract. *In a highly competitive world, companies face numerous challenges. For service-based companies, success is determined by the quality of their services. PT. FOKUS KUALITAS UTAMA is a business consulting firm that assists in enhancing the performance of human resources within a company or organization. The objective of this research is to identify the internal and external factors that can improve the service quality in PT. FOKUS KUALITAS UTAMA. This study utilizes qualitative methods and collects primary and secondary data through observation, interviews, literature review, and SWOT analysis using IFAS and EFAS tables. The research findings indicate that PT. FOKUS KUALITAS UTAMA services fall within Quadrant I, implying an aggressive strategy.*

Keyword : *Service quality, Strategy Management, SWOT.*

Abstrak. Dalam dunia yang sangat kompetitif, perusahaan menghadapi banyak tantangan. Bagi perusahaan berbasis jasa, kesuksesan ditentukan oleh kualitas layanannya. PT. FOKUS KUALITAS UTAMA adalah perusahaan konsultan bisnis yang membantu dalam meningkatkan kinerja sumber daya manusia dalam suatu perusahaan atau organisasi. Tujuan dari penelitian ini adalah untuk mengidentifikasi faktor-faktor internal dan eksternal yang dapat meningkatkan kualitas pelayanan di PT. FOKUS KUALITAS UTAMA. Penelitian ini menggunakan metode kualitatif dan mengumpulkan data primer dan sekunder melalui observasi, wawancara, tinjauan pustaka, dan analisis SWOT menggunakan tabel IFAS dan EFAS. Temuan penelitian menunjukkan bahwa PT. Layanan FOKUS KUALITAS UTAMA berada dalam Kuadran I, yang menyiratkan strategi agresif.

Kata Kunci : Kualitas Pelayanan, Manajemen Strategi, SWOT.

INTRODUCTION

In this increasingly competitive business era, the quality of services provided by service-based companies, retailers, technology firms, or any other industry plays a central role in determining the level of success that can be achieved. Customers nowadays have high expectations for the experiences offered by companies. For instance, there are numerous customers who actively seek services of high quality and are willing to pay a premium to receive such services (Chaudhary & Gupta, 1999). To ensure the growth and development of a company, it is crucial for the company to anticipate the increasingly competitive economic landscape by implementing appropriate strategies to avoid being left behind in the competition. (Fernos & Putra, 2019). PT. FOKUS KUALITAS UTAMA is a company engaged in consulting services that assist other companies or organizations. In this study, the researcher

aims to analyze the internal and external factors and the strategies that should be used to enhance the service quality at PT. FOKUS KUALITAS UTAMA. Dengan metode analisis *Strenght, Weakness, Opportunities, Threath* (SWOT) untuk mengetahui mengidentifikasi kekuatan internal yang dapat meningkatkan kualitas By using the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis method, we can identify internal strengths that can enhance service quality, weaknesses that need to be addressed, opportunities to improve existing services, and threats that may affect the quality of services offered. By understanding the SWOT factors within PT. FOKUS KUALITAS UTAMA, the company can develop comprehensive and effective enhancement strategies. This structured and comprehensive approach is expected to assist the company in meeting customer expectations, strengthening the brand image, and gaining a competitive advantage in the increasingly competitive market.

THEORETICAL STUDY

SERVICE QUALITY

Service quality is a key indicator used by customers to measure the performance and success of a company or organization in meeting their expectations and needs, shaping their satisfaction, loyalty, and overall perception. Tjiptono (1996:54) “Service quality is closely related to customer satisfaction, as it provides a strong foundation for building customer relationships and fostering customer loyalty. High-quality service creates a positive experience for customers, encouraging them to establish a strong and enduring connection with the company.”. Fundamental principle in business development involves prioritizing the improvement of service quality as a key factor to be considered. According to (Annisa, 2020) if the received or perceived service aligns with customer expectations, the service quality is perceived as good and satisfactory. However, if the received service exceeds customer expectations, then the service quality is perceived as excellent and of high quality. Service quality is the ability to match the desires or demands of service recipients with the service provided by the service provider in the form of products or services, in accordance with predetermined criteria. (Kepegawaian et al., 2021).

STRATEGIC MANAGEMENT

Strategic management is an approach that involves the systematic planning, development, and implementation of long-term strategies with the aim of achieving the vision and goals of an organization or company through a structured process. Strategy is a concept of actions that can be taken by company management based on a perspective of what is expected

by consumer customers in the future. (Ardiansyah et al., 2021). In the context of a company, strategy is a necessity to guide and manage the operations of the organization. The design of an effective strategy involves active participation from all stakeholders within the company's scope. A good strategy always begins with the easiest to implement. (Sri Anugerah Natalina & Arif Zunaidi, 2021). Through the implementation of strategic management, a company can have a clear direction in achieving its predetermined goals, as well as monitor and control the processes involved in achieving those goals. Menurut (Siregar et al., 2020) In the perspective of the future, where paradigm shifts are expected to occur in various fields, it is important for every organization to continuously evaluate their strategic management, both in terms of ongoing strategies and those to be planned.

SWOT ANALYSIS

SWOT analysis involves efforts to identify the strengths, weaknesses, opportunities, and threats that determine the performance of a company. (Nisak, 2004). In this analysis process, it is important to identify internal and external factors that have a significant impact on the success of a company or organization. The performance of a company or organization is determined by the interaction between internal and external factors. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a method used in the business world to evaluate internal and external factors that can impact the performance and strategies of a company. When applied accurately, this simple assumption has a significant impact on the design of successful strategies and business environment analysis, providing the necessary information to identify opportunities and threats within the company (Astuti & Ratnawati, 2020). Therefore, a strategic planner must analyze the strategic factors of the company (strengths, weaknesses, opportunities, and threats) in the current conditions (Jannah et al., 2017). Accord to (F Reza, et al., 2020) If SWOT analysis is conducted accurately by incorporating these four elements, there is a great opportunity for the success of a pre-planned company, ensuring a smooth and improved operation with optimal and maximum results.

According to Pearce and Robinson (2011:156), the following are the definitions of Strengths, Weaknesses, Opportunities, and Threats:

a. Strenght

It refers to the resources controlled by or available to a company that make it relatively superior to its competitors in meeting the needs of its served customers.

b. Weakness

It refers to the limitations or deficiencies in one or more resources of a company compared to its competitors, which become barriers in effectively meeting customer needs.

c. Opportunities

It refers to the primary favorable conditions in the environment of a company. These conditions can provide opportunities for the company to grow, succeed, or gain a competitive advantage.

d. Threats

It refers to the primary unfavorable conditions in the environment of a company. These conditions can pose challenges, risks, or threats to the company's operations, growth, or competitive position.

RESEARCH METHODS

The research was conducted from August to December 2023 at PT. FOKUS KUALITAS UTAMA. The study utilized a qualitative descriptive research approach. According to Sugiyono (2004), descriptive research is a type of research conducted to determine the values of independent variables, either one or more, without making comparisons or linking them to other variables. Qualitative research methods focus on gaining in-depth understanding of the meanings given by individuals or groups in the context they experience, with the aim of exploring richer and deeper insights into social phenomena. According to (Firmansyah et al., 2021), in qualitative research, the theory is not predetermined from the beginning. Instead, the theory can be sought and developed during fieldwork, allowing for a comparison between existing theories and the phenomena observed in the field. This process enables researchers to refine and complement existing theories based on the data collected, without compromising the authenticity and originality of the research.

The data collection in this study utilized primary data, which was obtained directly by the researcher from the primary source or the location where the research object is situated. The primary source of data in this study was obtained through interviews conducted with the President Director, General Manager, and Staff at PT. FOKUS KUALITAS UTAMA. These interviews aimed to gather firsthand information from them regarding the research topic and gain deeper insights into the company. Secondary data refers to information collected from existing sources. These sources of secondary data include company records or documentation, industry analyses by media outlets, websites, the internet, and so on. Secondary data is gathered from sources that have already compiled and documented information related to the research

topic. Researchers can analyze and interpret this existing data to gain insights and support their research findings.

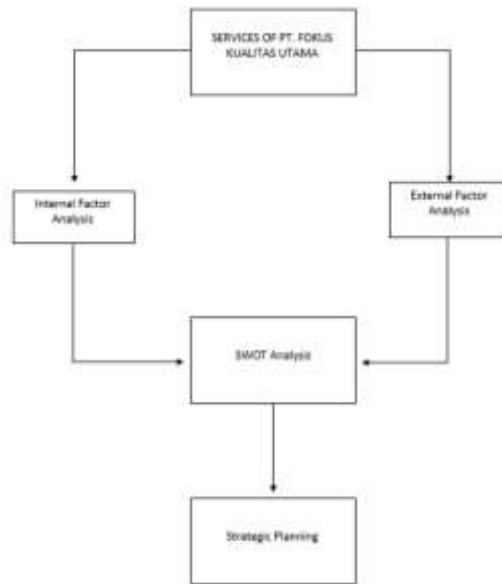
This method involves analyzing the internal environment (strengths and weaknesses) and external environment (opportunities and threats) of the company being subjected to SWOT analysis. SWOT analysis is conducted through the use of the IFAS matrix (Internal Factor Analysis Strategy), which outlines the major strengths and weaknesses of the company, and the EFAS matrix (External Factor Analysis Strategy), which outlines the opportunities and threats faced by the company. Both matrices provide insights into the current position of the company by considering the internal and external factors that influence its performance. (Astuti & Ratnawati, 2020).

According to Raflah (2021), the steps involved in creating the IFE (Internal Factor Evaluation) matrix and EFE (External Factor Evaluation) matrix are as follows:

- a. Identify internal and external factors using the IFAS and EFAS matrices. The Internal Factor Analysis Strategy (IFAS) is used to identify internal factors and classify them as strengths (S) and weaknesses (W), while the External Factor Analysis Strategy (EFAS) is used to identify external factors that include influential opportunities (O) and threats (T) to the company.
- b. Assign weights to the factors using a scale ranging from 0.0 (not important) to 1.0 (very important).
- c. Determine ratings on a scale of 1 (Poor) to 4 (Outstanding) based on the impact of each factor on the company's performance. For example, a rating of 1 may be assigned to a low opportunity, while a rating of 4 may be assigned to a high opportunity. Conversely, for threat factors, a rating of 1 may be given for a low threat, while a rating of 4 may be given for a significant threat.
- d. Calculate the weighted score by multiplying the weight and rating values, using a range of 1.0 (poor) to 4.0 (outstanding).

Conceptual Framework

The next step involves conducting a SWOT analysis on PT FOKUS KUALITAS UTAMA. Through the SWOT analysis, the researcher explores the internal and external factors of the company, including strengths, weaknesses, opportunities, and threats. The data processing in the SWOT analysis will result in a comprehensive overview of the current condition of PT FOKUS KUALITAS UTAMA, indicating its strengths, weaknesses, opportunities, and threats. Based on this assessment, strategies can be formulated for PT FOKUS KUALITAS UTAMA. Picture 1 represents the conceptual framework of this study.



Source: Processed Data

Picture 1. Conceptual Framework

RESULTS AND DISCUSSION

In this research, the SWOT analysis is utilized with the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrix approaches as the chosen method. This analysis is then presented in the form of a SWOT diagram to evaluate the company's position in terms of strengths, weaknesses, opportunities, and threats. The results of the SWOT analysis are subsequently used as a foundation for designing appropriate strategies through the use of the SWOT matrix.

Matriks IFAS

The matrix is constructed by formulating strategic factors within the internal PT. FOKUS KUALITAS UTAMA, specifically in the Strengths and Weaknesses categories, based on the quality of its services. Table 1 represents the IFAS (Internal Factor Analysis Summary) matrix..

Tabel 1. IFAS Matrix analays results

Internal Strategy Factors	Weight	Ratings	Skor
Strenght			
1. Consultants are licensed and registered by PT	0.13	4	0.51
2. Professional workforce	0.13	5	0.64
3. Client-oriented approach method	0.09	4	0.34
4. Innovation and client industry knowledge	0.09	3.5	0.30
5. Strong client portfolio	0.09	4	0.34
6. Strategic location in Surabaya	0.06	3	0.19
Amount	0.56		2.32
Weakness			

1. Technological limitations	0.09	1.5	0.13
2. Marketing is not optimal	0.09	2	0.17
3. Funds are still limited to expand services	0.13	2.5	0.32
4. The number of employees is not large	0.13	2	0.26
Amount	0.44		0.87
Total	1.00		3,19

Source: Processed Data

From Table 1, it can be observed that having a professional workforce is a strength in PT. FOKUS KUALITAS UTAMA, as indicated by the highest score of 0.64. On the other hand, a weakness is the limitation in technology in service provision, with a score of 0.13.

External Strategy Factor Matrix

The matrix is constructed by formulating strategic factors within the internal PT. FOKUS KUALITAS UTAMA specifically in the Opportunities and Threats categories based on the quality of its services. Table 2 represents the EFAS (External Factor Analysis Summary) matrix.

Table 2. EFAS Matrix analysis results

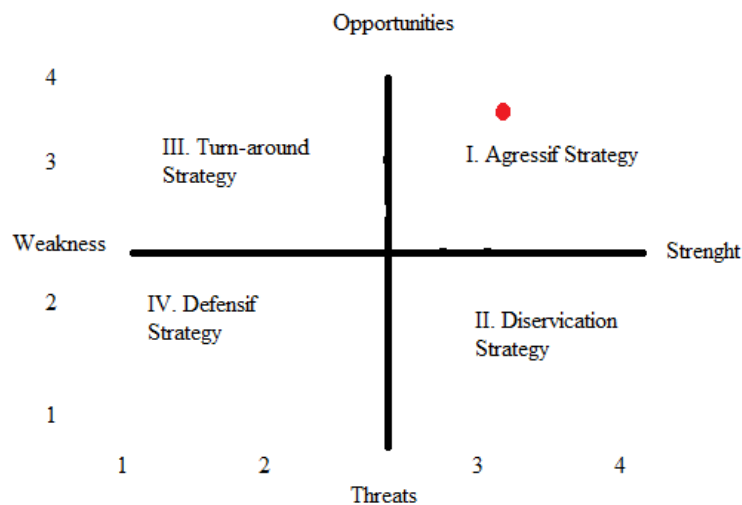
External Strategy Factors	Weight	Ratings	Score
Opportunities			
1. Business implementers are needed	0.12	5	0.6
2. Can collaborate with other business consulting companies	0.08	3.5	0.28
3. Many foreign companies want to enter Indonesia	0.08	4	0.32
4. The company's need for special skills	0.12	4	0.48
5. Can increase the target market with online markets via websites or social media	0.12	4,5	0.54
Amount	0.52		2.22
Threats			
1. Competitors who have been longer	0.12	3	0.36
2. Not much networking	0.08	1.5	0.12
3. Technological developments that threaten to replace business	0.12	2	0.24
4. Political economic conditions	0.08	2	0.16
5. Indonesian laws and regulations	0.08	2	0.16
Amount	0.48		1.04
Total	1.00		3.28

Source: Processed Data

From Table 2, it can be observed from this EFAS matrix that the opportunity for PT. FOKUS KUALITAS UTAMA is greater due to the services provided being in demand by business practitioners, as indicated by the highest score of 0.6. On the other hand, a threat to the company is competition from longer-established competitors, as indicated by the highest score of 0.36.

SWOT Diagram

Based on the data processing using the IFAS and EFAS matrices obtained from the services provided by PT. FOKUS KUALITAS UTAMA, the total IFAS score is 3.19, and the total EFAS score is 3.28. According to (Dewa et al., 2023) based on the obtained scores, the highest value will be selected and plotted on the Cartesian diagram to determine the quadrant in which the company's position lies. This will help in formulating the appropriate business development strategies. Draw a diagram as follows :



Source : Processed Data

Picture 2. SWOT Diagram

In the context of a SWOT diagram, the high-quality services provided by PT. FOKUS KUALITAS UTAMA would be placed in Quadrant I, indicating that its position is already quite favorable. Supported by the statement (Putu et al., n.d.), it indicates that the company's position is in Quadrant I, which means that this quadrant represents a highly advantageous situation. Therefore, PT. FOKUS KUALITAS UTAMA is focusing on providing advantageous services and is capable of seizing existing opportunities while addressing potential threats faced by the company. Hence, PT. FOKUS KUALITAS UTAMA should employ an aggressive strategy. Additionally, conducting a SWOT analysis is necessary to determine the steps to be taken in planning and formulating strategies.

SWOT Matrix

The SWOT matrix is prepared based on the identification of internal and external factors of the company, depicting the strengths and weaknesses of the company, as well as the opportunities and threats it faces (Suryatman et al., 2021). Table 3 shows the results of the SWOT Matrix for PT FOKUS KUALITAS UTAMA.

Table 3. SWOT Matrix

IFAS EFAS	STRENGTH(S) 1. Consultants are licensed and registered by PT 2. Professional workforce 3. Client-oriented approach method 4. Innovation and client industry knowledge 5. Strong client portfolio 6. Strategic location in Surabaya	WEAKNESS(W) 1. Technological limitations 2. Marketing is not optimal 3. Funds are still limited to expand services 4. The number of employees is not large
OPPORTUNITIES(O) 1. Business implementers are needed 2. Can collaborate with other business consulting companies 3. Many foreign companies want to enter Indonesia 4. The company's need for special skills 5. Can increase the target market with online markets via websites or social media	SO STRATEGY 1. Building trust with customers and assuring them that the company adheres to appropriate operational standards. (S1,O1,O3) 2. Providing high-quality services to meet the needs of every client. (S2,O4) 3. Enhancing trust in services among potential clients and providing evidence of the company's high quality in online promotions. (S5,O5)	WO STRATEGY 1. Implementing faster and secure customer data management to meet customer expectations (W1,O1,O4) 2. Establishing collaborative projects with other business consultants to address limited financial resources. (S3,O2,O5) 3. Hiring additional employees to reduce workload and improve focus on each service, thereby maintaining the quality of services. (S4,O3,O4)
THREATS (T) 1. Competitors who have been around longer 2. Not much networking 3. Technological developments that threaten to replace businesses 4. Political economic conditions 5. Indonesian laws and regulations	ST STRATEGY 1. Providing services that meet client expectations and innovating in other industries to enhance satisfaction and maintain customer loyalty, thereby remaining competitive with competitors. (S3,S4,T1) 2. Leveraging a strong portfolio to build a wider network and deliver excellent service quality to create a positive image. (S5,T2) 3. Instilling trust in clients by ensuring compliance with legal regulations. (S1,A5)	WT STRATEGY 1. Enhancing technological knowledge among all employees to improve service delivery and minimize threats from technological advancements.(W1,O1,O3) 2. Deepening knowledge about online promotion and introducing company services. (W1,W2,T2) 3. Seeking investors to maintain financial stability and continue providing excellent services while minimizing the impact of unforeseen economic conditions. (S3,O4)

Source : Processed Data

CONCLUSIONS AND RECOMMENDATIONS

Based on the data obtained and analyzed from the SWOT analysis regarding the services provided by PT. FOKUS KUALITAS UTAMA, the following conclusions can be drawn :

1. PT. FOKUS KUALITAS UTAMA has strong internal factors of Strength in terms of a professional workforce, while on the Weakness side, there is a limitation in technology.
2. PT. FOKUS KUALITAS UTAMA also has strong external factors in terms of Opportunities, such as the demand from business stakeholders. However, there is a Threat from longer-established consulting firms.
3. After analyzing the internal and external environment, PT. FOKUS KUALITAS UTAMA is positioned in Quadrant 1, which represents an aggressive strategy. The company's strengths are utilized to capitalize on various opportunities arising from external factors, providing an alternative strategy for FOKUS KUALITAS UTAMA. This strategy is also effective in addressing weaknesses and mitigating potential threats. It is important for the company to conduct regular evaluations to ensure its effectiveness and alignment with long-term goals..
4. Based on the calculations and analysis conducted at FOKUS KUALITAS UTAMA, which indicate that the company is positioned in Quadrant 1, the following strategies can be considered:
 - 1) SO Strategy (Strenght Opportunities)
 - a. Building trust with customers and assuring them that the company adheres to appropriate opertiomal standards
 - b. Providing high-quality services to meet the need of evert client
 - c. Enchacing trust in services among potential clients and providing evidence of the company's high quality in online promotions
 - 2) ST Strategy (Strenght Threats)
 - a. Providing services that meet client expectations and innovating in other industries to enchance satisfaction anda maintain customer loyalty, thereby remaining competitive with competitors
 - b. Leveraging a strong portfolio to build a wider network deliver excellent service quality to creat a positive image.
 - c. Instiling trust in clients by ensureing compliacne with legal regulations

- 3) WO Strategy (Weakness Opportunities)
 - a. Implementing faster and secure customer data management to meet customer expectation
 - b. Establishing collaborative projects with other business consultants to address limited financial resources
 - c. Hiring additional employees to reduce workload and improve focus on each service, thereby maintaining the quality of services.
- 4) WT Strategy (Weakness Threats)
 - a. Enhancing technological knowledge among all employees to improve service delivery and minimize threats from technological advancements
 - b. Deepening knowledge about online promotion and introducing company services
 - c. Seeking investors to maintain financial stability and continue providing excellent services while minimizing the impact of unforeseen economic conditions

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