

COMPETITIVE STRATEGY ANALYSIS AT MUTIARA COLLECTION

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ABSTRACT

This research aims to determine the competitive strategy at Mutiara Collection and alternative strategies that can be implemented in facing competition. The population in this research are business owners and all employees who work at Mutiara Collection. Meanwhile, the sample in this study consisted of 7 people with the data analysis technique used an analysis of the internal and external environment using the IFAS and EFAS Matrix so that alternative strategies can be formulated that can be carried out by Mutiara Collection. The results of the research SWOT analysis show that the Mutiara Collection business with its Strengths, weaknesses, opportunities and threats, if mapped into the SWOT matrix, means the company is in quadrant I which supports an aggressive strategy by emphasizing the utilization of Strengths and opportunities in the external environment with a focus on maintaining quality. products, competitive prices, as well as strategies to increase promotion and brand awareness

Keywords: SWOT, IFAS, and EFAS analysis



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INTRODUCTION

Significant and rapid global changes have impacted economic conditions in countries, particularly the ASEAN Economic Community, which has created opportunities and threats to the sustainability of their businesses. With the implementation of the ASEAN Economic Community, businesses will face intense competition, but it will also open up more opportunities.

Such competitive conditions and business opportunities require every business entity to be creative and innovative in producing and marketing products and services, thereby creating added value and enhancing competitive advantage for existing businesses. Furthermore, market demands focus on the goals of business entities to compete and also obtain and fulfill various consumer needs and expectations, enabling businesses to build trust and long-term bonds with consumers (Pitoy, Tumbel, and Tielung, 2016:303).

One of the creative and innovative industries with enormous challenges and demands, along with its rapid development, is the fashion industry. Businesses within this industry have grown rapidly in recent years, with the fashion and accessories trade currently dominating the Indonesian market.

Research conducted by Sinaga, Mangunwihardjo, and Sugiarto (2020:2) shows that fashion contributed Rp 181 trillion across 15 economic sectors, making it the largest segment with the highest production growth and development. Furthermore, it was reported that the clothing industry generated 4.7 million online transactions, equivalent to 12 trillion rupiah in transaction volume without face-to-face contact, in Indonesia in 2019.

The rapid growth of the clothing (fashion) business has led to intense competition, a common occurrence among clothing businesses. One such business, Mutiara Collection, is a SME that markets its products online and offline, including shirts, trousers, skirts, hijabs, robes, and various other accessories.

The competitive strategy implemented by Mutiara Collection Business demonstrates a strategy of direct purchasing from the first supplier in the industry by directly visiting fashion centers in Jakarta and Bali, with many competitors through intermediaries other than the main supplier. With this strategy, Mutiara Collection Business is able to provide more competitive pricing prospects with more affordable

prices to consumers, gain direct access to the latest products, and product differentiation that can adjust to Mutiara Collection's image, thus adding value to consumers.

Mutiara Collection, or any other business, faces such challenges, even if it has quality products and good business management. Lacking effective competitive capabilities and strategies can lead to setbacks or even a lack of growth and profitability. Therefore, strategic analysis is essential to ensure business continuity, as every strategic decision is made to advance and predict future success.

A SWOT analysis, which can be used to determine the right strategy for creating a competitive strategy and is also used as an analytical tool in this research, is a useful tool for identifying a business's strengths and weaknesses, particularly in marketing. SWOT analysis emerged in response to competition from other companies offering similar products or services. Using this analysis, a company can assess and understand its competitive position in the market and identify factors that can help or hinder its success.

Furthermore, because Mutiara Collection's competitive strategy focuses on interacting with first-hand suppliers, enabling competitive pricing and access to the latest products, this strategy carries risks related to reliance on a single supplier, complex logistics arrangements, and rapidly changing trends in the fashion industry. Addressing these challenges requires an in-depth analysis of the implementation of competitive strategies within Mutiara Collection.

METHOD

a. Types of research

The type of study used is descriptive research, where according to Arikunto (2013: 3) descriptive research is a type of research that aims to investigate circumstances, conditions, or other things that have been mentioned previously, and the results are then presented in the form of a research report.

Descriptive research aims to describe and analyze existing phenomena or situations in detail and accurately. In competitive strategy analysis, descriptive research is used to identify a company's internal strengths and weaknesses, as well as external opportunities and threats in the Mutiara Collection market.

b. Research Location

The research will be conducted at Mutiara Collection, a fashion SME located in Permata Sudiang Housing Complex, Makassar. It is located in a shophouse at Jalan Permata Sudiang Raya No. 22, Makassar City, South Sulawesi Province.

c. Operational Definition of Research

The operational definition of variables in this study is:

1. Competitive strategy refers to the strategy or approach used by Mutiara Collection business to increase sales through competitive competition with other competing businesses.
2. SWOT analysis is a strategic approach taken by Mutiara Collection to conduct evaluations in marketing, by identifying and assessing the strengths, weaknesses, opportunities and threats that exist in the company's environment:
 - a) Strengths are factors that originate from within the Mutiara Collection business that support or provide advantages in achieving company development.
 - b) Weaknesses are internal factors of Mutiara Collection's business that can hinder or limit development in the market.
 - c) Opportunities are factors outside Mutiara Collection's business environment that have the potential to be profitable in market development, such as increasing market growth opportunities.
 - d) Threats are factors outside Mutiara Collection's business environment that can pose a threat to the company and hinder development in the market.

d. Data source

Based on the method of acquisition, data can be divided into two types, namely primary data and secondary data (Supriyanto, 2009:133):

1. Primary data is data collected directly by researchers from the original source, namely from the informants or research objects that are the focus of the research, namely the Mutiara Collection

business. Primary data is obtained through data collection methods that directly involve the researcher, namely interviews and direct observation of the research objects. Interviews with research subjects were conducted with the business owner and all Mutiara Collection employees.

2. Secondary data is data obtained through literature studies conducted by referring to numerous books and records relevant to the research. In addition, researchers also use data already available from internet sources.

e. Data collection technique

The data collection techniques used for competitive strategy analysis in this study include:

1. An interview is a data collection method that involves direct interaction between researchers and informants (such as business owners and employees) using structured or open-ended questions. Interviews can provide in-depth insights into their views and experiences regarding a company's competitive strategies.
2. Observation Observation techniques involve researchers in direct observation of situations or events that occur at Mutiara Collection or in the market.
3. Literature review involves researchers collecting data from written sources, such as books, journal articles, research reports, or other publications relevant to competitive strategy analysis. Literature review helps understand strategy theories and best practices in a particular industry.

f. Population and Sample

1. Population

The research population includes all research objects to be investigated (Sugiyono, 2017). Therefore, the population in this study is the business owner and all employees working at Mutiara Collection.

2. Sample

The sampling method used was non-probability convenience sampling. According to Hartono (2004), convenience sampling is a sampling method that involves freely selecting samples according to the researcher's wishes. This sampling method was chosen to facilitate the thesis implementation, while considering the time and cost of conducting the research. Therefore, the sample in this study consisted of one business owner and six employees of Mutiara Collection, who underwent in-depth interviews regarding the implementation of competitive strategies.

g. Data Analysis Methods

To address the research problem, the researcher chose an appropriate analytical method, namely a SWOT analysis. This analysis is used to analyze competitive strategies by identifying the strengths, weaknesses, opportunities, and threats associated with the company. The SWOT analysis process involves the following steps:

- a. The first stage is understanding the situation and existing information.
- b. The second stage is understanding the problem that occurred.
- c. The third stage, namely conducting IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) analysis with
- d. the steps are:
 - a) Identification of Internal and External Factors
 - b) Internal and External Factors Assessment: After external factors have been identified, an assessment or ranking is assigned to each factor. This assessment is based on quantitative or qualitative data.
 - c) Total Weight Calculation where each factor is weighted based on its level of importance to the company's competitive strategy.
 - d) Total Score Calculation: The total score for each factor is calculated by multiplying the assessment by its weight. This total score reflects the impact of internal and external factors on the company.
 - e) The fourth stage is drawing conclusions.

RESULTS AND DISCUSSION

The discussion focuses on linking the data and analysis results to the research problem or objectives and the broader theoretical context. It can also answer questions about why the facts found in the data were found.

The discussion should be written in conjunction with the data being discussed. It is important to ensure that the discussion is not separated from the data being discussed.

a. Internal Environmental Analysis

1. Management

The management structure at Mutiara Collection remains very simple, involving only the owner, two packing staff, and five administrative staff. Management effectiveness demonstrates that each member of Mutiara Collection understands, implements, and defines their duties and responsibilities effectively.

The role of the owner is demonstrated by his/her leadership and the support of good communication skills so that the vision and objectives of the business as well as job descriptions can be conveyed clearly, comprehensively and well understood by employees, thereby minimizing misinformation and misunderstandings in the operational processes of the Mutiara Collection business. Collection.

From the results of the interview with the Mutiara Collection business owner, it was also stated that:

"The staff attendance rate is very high out of a total of 7 staff members. At least every month, there is only 1 employee who is absent from work due to illness, permission, or without a clear explanation."

Furthermore, the employees' attitudes and morale are excellent. Mutiara Collection also holds meetings twice a month to discuss operational performance and improve sales of both clothing and accessories.

2. Marketing

The marketing process and procedures outlined by the Mutiara Collection business owner in interviews have been implemented effectively. The owner explained that the marketing process involves conducting market and product research to assess which products and fashion trends align with Mutiara Collection's target market.

This market and product research is also conducted by the owner as a step and strategy to ensure that the products to be sold are of the quality desired by customers or consumers of the Mutiara Collection business. The market research is conducted by the business by looking at fashion trends that are currently widely used by the public which can be seen through various social media and marketplaces such as TikTok, Instagram, Facebook, Shopee, and Tokopedia. Mutiara Collection Business in marketing its products online carries out live sales on one of the social media as the main basis for its online sales, namely Facebook so that customers of Mutiara Collection Business can directly see the goods being marketed even though the customer is outside the area. The sales base on Facebook is also a social media with the largest audience and engagement for Mutiara Collection Business compared to other social media and Marketplaces so that the focus of online sales is carried out on social media. Currently, Mutiara Collection Business has also started to carry out live sales on TikTok social media to increase a new customer base.

Mutiara Collection has established loyal customers in various regions, including Makassar, Maros, and Gowa Regency, making product sales quick and easy to clear out inventory. Mutiara Collection has leveraged influencer marketing and social media platforms like Facebook and TikTok to attract new customers and consumers. The following is the sales revenue generated by the business from July 2022 to October 2023.

Table 5. Summary of Mutiara Collection Sales Turnover

Year	Month	Sales Amount (Rupiah)	Growth (%)
2022	July	Rp1,200,570,000	-
	August	Rp746,800,000	-38%
	September	Rp682,320,000	-9%
	October	Rp958,000,000	40%
	November	Rp642,260,000	-33%
	December	Rp939,270,000	46%
2023	January	Rp670,688,000	-29%
	February	Rp814,962,000	22%
	March	Rp883,500,000	8%
	April	Rp1,674,329,000	90%
	May	Rp679,256,000	-59%
	June	Rp1,537,386,000	126%
	July	Rp. 975,850,000	-37%
	August	Rp. 654,000,000	-33%
	September	Rp. 866,450,000	32%
	October	Rp. 953,200,000	10%
Average		Rp. 929,927,563	9%

Source: Owner of Mutiara Collection

Based on the data above, it can be seen that Mutiara Collection's sales turnover growth from July 2022 to October 2023 showed a positive or increasing trend, with an average value of 9%, although it experienced a decline in several months.

This demonstrates that Mutiara Collection has successfully identified and responded quickly to the latest fashion trends, ensuring that its products remain relevant and meet customer needs. Furthermore, they have built a strong and credible brand within the industry, remaining a top choice for their customers.

3. Finance

The finances of the Mutiara Collection business are still fully managed by the business owner, however, financial management is quite good with monitoring of expenses that enable the business to set aside Rp. 100,000,000-800,000,000 as capital from sales profits where based on the results of the interview it was stated that the business profit was able to reach Rp. 68,000,000-100,000,000 per day.

Investment activities and fund allocation carried out by the Mutiara Collection business are focused on business operations such as procurement of goods stock, travel costs outside the region in finding suppliers, purchasing 2 transportation vehicles for transporting goods from the port to the warehouse and shop, and purchasing a shophouse for marketing outside the network. Overall, the financial management carried out by the Mutiara Collection business owner is inefficient because it has an unclear fund allocation structure where the business focus is only on sales, even though control over expenses is very good. This can lead to various problems for the business such as undirected expenses, budget uncertainty, and the possibility of waste so that the need for a clear fund allocation structure is very important in supporting more efficient financial management.

4. Production and operations

The overall work system for Mutiara Collection's business operations includes purchasing goods from suppliers, shipping from suppliers to warehouses and stores, sales, shipping to consumers and customers, and after-sales.

Mutiara Collection does not produce its own clothing or accessories, but rather sources goods from suppliers in Jakarta, specifically Tanah Abang. Interviews with the business owner revealed that to ensure product quality, fashion trends, and customer satisfaction, the owner travels to Jakarta once a month to personally source and verify the products offered by the supplier.

Most of the goods and products sold by Mutiara Collection are purchased at wholesale stores located in Tanah Abang with a large number of suppliers with similar products sold and with the same quality so that businesses can choose and switch to various suppliers that match the price and quality they want.

Business operational activities have been running effectively and efficiently where when the products purchased from suppliers have arrived at the port in Makassar, one of Mutiara Collection's employees will pick up the goods and take them immediately to the warehouse and store so that the sales process both online and offline can be carried out immediately.

From the moment a product arrives until it reaches the customer, Mutiara Collection guarantees both the shipping process and after-sales service. If a product is damaged, the company will replace it. This strategy allows the business to retain its customers.

Mutiara Collection manages its inventory by maintaining a safety stock reserve. If the Jakarta-based supplier runs out, stock from Bandung will be provided to cover the shortage. Furthermore, Mutiara Collection collaborates with garment factories to ensure stock availability and reserves are always available in case of a surge in purchases or sudden orders.

Overall, the operational process of the Mutiara Collection business has been running very well, even though it does not have formal procedures, both the owner and employees have a good understanding of the operational flow of the business so that it can be run efficiently.

5. Management Information System

The management information system used by Mutiara Collection is still considered traditional and very simple, as the company has not yet integrated advanced information technology or more advanced software solutions into its operations and business data management. Interviews with the business owner revealed that:

"Reporting is still done manually, with each administrator writing down their own sales results, which are then submitted to a specific administrator who handles the bookkeeping. Microsoft Word is currently being used only recently because there are only a few employees who know how to use it and how to organize it."

Mutiara Collection's data management relies on manual processes for data entry, reporting, and analysis, performed by the owner and employees. The business only uses basic office word processing software (such as Microsoft Word) to manage data and generate reports.

b. External Environment Analysis

1. Threat of substitute products

Mutiara Collection, as an MSME operating in the fashion industry, faces a high risk of consumers switching to other brands with similar or even better features. One of the most significant impacts is the rapid shifts and changes in fashion trends. To anticipate this, Mutiara Collection consistently conducts product research by monitoring the development of fashion trends in the fashion industry through social media and marketplaces, ensuring that the products it sells align with prevailing fashion trends.

Furthermore, Mutiara Collection consistently ensures that customer demand for the products it sells is met. Our product offerings align with consumer needs. For example, we once sold house dresses, but they didn't meet consumer demand, so we discontinued them.

2. Competition Between Industry Players

Mutiara Collection experiences intense competition among industry players in the fashion product offering. The following data shows the GDP growth of the textile and apparel industry from 2013 to 2022:

Table 6. GDP of Indonesia's Textile and Apparel Industry

Year	Gross Domestic Product (Rp. Trillion)	Growth (yoy)
2013	115.91	6.58%
2014	117.72	1.56%

Year	Gross Domestic Product (Rp. Trillion)	Growth (yoy)
2015	112.08	-4.79%
2016	111.98	-0.09%
2017	116.26	3.93%
2018	126.41	8.73%
2019	145.80	15.35%
2020	132.85	-8.88%
2021	127.43	-4.08%
2022	138.33	9.34%

Source: Central Statistics Agency (2025)

Based on data from the Central Statistics Agency (BPS), the Gross Domestic Product (GDP) of the Textile and Apparel industry showed an upward trend from 2013 to 2022. In 2022, GDP increased by IDR 138.33 trillion, up from IDR 127.43 trillion in 2021. This indicates that the fashion industry has experienced rapid growth post-COVID-19, intensifying competition among business players in the fashion industry.

The competitors that are competitors of Mutiara Collection are businesses with independent designers who offer products with uniqueness that are sought after by consumers, in addition to that, various large fashion brands spread across various marketplaces with prices below Mutiara Collection's business are also competitors and tough competitors because Mutiara Collection's business does not offer product differentiation so that there is equality in quality and prices that are more or less the same as competitors.

Despite the many competitors in the industry, Mutiara Collection has loyal customers, so concerns about competitors offering products with similar quality and prices do not pose a significant obstacle to its business.

3. Bargaining Power of Buyers

The bargaining power of buyers for Mutiara Collection shows that so far the sales results are still at a profitable level or above the business capital that has been spent. Consumers and customers owned by Mutiara Collection have not shown any switching to other products or businesses. The strong relationship between customers and Mutiara Collection has had a significant impact on product preferences and demand where customers can have specific desires or requests related to the products or services they want. This creates bargaining power for customers to influence Mutiara Collection product offerings and get adjustments that suit their preferences.

Furthermore, data from the Makassar City Central Statistics Agency (BPS) found an increase in the GRDP growth rate based on household expenditure components, from 3.10% in 2021 to 3.49% in 2023. This will undoubtedly have a significant impact on buyers' bargaining power. Faster GRDP growth indicates stronger economic growth, which could change consumer market dynamics.

Furthermore, the increase in Makassar City's GRDP growth rate reflects increased household purchasing power. When households have higher incomes, they tend to have more money to spend. This allows buyers to have greater bargaining power in the purchasing process. They are better able to choose products that suit their preferences, even those with premium prices or better quality.

In other words, this trend of GRDP growth is able to influence buyer behavior by giving them more options and the ability to negotiate prices or obtain products with added value, both for products by Mutiara Collection and other businesses in the industry.

6. Bargaining Power of Suppliers

Mutiara Collection does not have a fixed supplier in its business operations. Mutiara Collection has diverse bargaining power over the suppliers involved in its supply chain. With a wide selection of suppliers, Mutiara Collection has the bargaining power to negotiate prices and terms.

Mutiara Collection's bargaining power lies primarily in its ability to negotiate prices and terms with various suppliers. They can request quotes from various suppliers, compare prices and product

quality, and ultimately select the one offering the most favorable deal. Furthermore, suppliers with a proven track record of product quality and delivery times provide additional bargaining power for the business, as they can ensure reliable and high-quality supplies.

Then the purchase of products in Thailand also gives rise to the existence of suppliers in Thailand for the Mutiara Collection business, which are selected based on customer demand, interest and product quality, thus creating additional bargaining power, because these suppliers have the ability to continue to provide high-quality products that meet the needs and expectations of Mutiara Collection customers.

A strong, long-term partnership with suppliers is also a crucial factor in Mutiara Collection's bargaining power, particularly through collaboration with a garment manufacturing company located in Bandung. A mutually beneficial relationship can create long-term benefits for both parties.

Overall, Mutiara Collection's bargaining power over its suppliers gives the business the flexibility to meet its supply needs with the best quality, competitive pricing, and reliable service.

7. Threat of New Entrants

The threat of new entrants to the industry will create fiercer competition and intensity, especially in the fashion industry, as faced by Mutiara Collection. These newcomers have the potential to disrupt Mutiara Collection's market position. One of the most obvious threats is increased competition. These newcomers will strive to gain market share by offering attractive fashion products, both in terms of design and price. This could trigger price reductions or product quality improvements in the market, which could impact Mutiara Collection's profitability.

Additionally, newcomers often bring innovation. They offer fresh perspectives on design, style, or the concept of fashion shopping. If Mutiara Collection can't keep up with, or even lead, innovation, they may lose customers seeking a more engaging experience.

New entrants can also leverage technology and e-commerce platforms better. They can create a more sophisticated and efficient online shopping experience, which could pose a threat if Mutiara Collection cannot compete technologically. Furthermore, the presence of new entrants with modern production equipment also poses a threat. They can produce products at a lower cost, which could impact Mutiara Collection's pricing and profit margins.

Government policies and regulations can also play a role. Currently, Mutiara Collection imports fashion products from Thailand to meet customer needs. Changes in regulations related to import duties, import quotas, and certification and standards will hinder Mutiara Collection's ability to import goods of the desired quality. Furthermore, regulatory changes that make it easier to set up a business could also open the door to more new entrants, increasing competition in the market.

4. Discussion of Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

The strategy implemented by Mutiara Collection to increase sales and profits from clothing and accessories products is through marketing activities carried out starting from the market and product research process until the product reaches the customer's hands. Therefore, a supportive and appropriate marketing strategy is needed so that profits can be obtained optimally. Based on the analysis of strengths, weaknesses, opportunities and threats in Mutiara Collection business, the SWOT evaluation is presented in an analysis matrix by calculating the weight and score for each factor in the internal environment (internal strategy factor analysis / IFAS) and the external environment (external strategy factor analysis / EFAS). The calculation results can be seen in the appendix. Then the results of the score calculation in the internal environment of Mutiara Collection business:

No.	Internal Factors	Weight	Rating	Score
Strength				
1	Superior product quality	0.09	3	0.28
2	Competitive product prices for consumers	0.08	3	0.25
3	Good/strategic business location	0.08	3	0.25
4	Responsive to fashion trends	0.11	4	0.44
5	Maximum service both offline and online stores	0.09	3	0.27

No.	Internal Factors	Weight	Rating	Score
Strength				
6	Efficient in financial and cost management	0.09	3	0.27
Total		0.55		1.76
Weakness				
1	Promotion and brand awareness are not yet intensive	0.08	3	0.24
2	The selling price of the product fell in the market	0.08	3	0.24
3	The products sold are varied	0.11	4	0.44
4	After sales service is not optimal	0.09	3	0.27
5	Management of task distribution is not yet even	0.09	3	0.28
Total		0.45		1.46

Source: Primary data processed by researchers (2023)

Based on the calculation results above, it can be seen that the score obtained on the internal factor for strength is 1.76, the strength possessed by the Mutiara Collection Business and the most influential is shown in responsiveness to fashion trends with a score of 0.44 with a rating of 4 which means that the Mutiara Collection business is able to follow the demands of consumers and customers with developing fashion trends and follow them. This allows them to always offer relevant and up-to-date products to their customers.

Meanwhile, on the weakness side, Mutiara Collection business shows a total score of 1.46 with the highest weakness value shown in the variety of products sold with a value of 0.44 and a rating of 4, which means that Mutiara Collection business has various types and diversity in the products sold ranging from types, models to designs so that this will cause a lack of focus or specialization in meeting customer needs or sharpening the identity of the Mutiara Collection business brand and products.

Then, with a strength score that is greater than the weakness score, it shows that Mutiara Collection's business has significant internal strengths that can be used to increase sales, resilience when pressure or obstacles occur and can be used as a competitive advantage to maintain its market share.

Furthermore, the results of the calculation of the external environmental factor scores at Mutiara Collection are as follows:

No.	External Factors	Weight	Rating	Score
Opportunity				
1	Fashion developments	0.14	4	0.49
2	Economic growth	0.13	3	0.44
3	Social media and e-commerce marketing and sales	0.14	4	0.49
4	Community culture	0.13	3	0.40
Total		0.54		1.81
Threats				
1	Tight competition	0.10	3	0.25
2	Strong buyer bargaining power	0.10	3	0.25
3	Rapid trend changes	0.13	3	0.44
4	Dependence on a single supplier	0.06	2	0.09
5	Foreign products	0.07	2	0.13
Total		0.46		1.16

Source: Primary data processed by researchers (2025)

Based on the table above, it can be seen that the total score for opportunities is 1.81, with the most influential or significant opportunities indicated by the development of fashion and marketing through social media and e-commerce, with a score of 0.49. This could indicate that fashion trends are developing rapidly or that there is high demand for new fashion products or innovations.

Furthermore, high external scores for marketing and sales through social media and e-commerce indicate significant opportunities to leverage online platforms and social media in marketing and sales strategies. This also reflects shifts in consumer behavior, which are increasingly moving toward online purchases and brand engagement through digital platforms. Therefore, Mutiara Collection needs to maximize the use of social media and e-commerce in selling its products.

External factors for the threat side show a total score of 1.16 with the threat factor with the highest value indicated by threats related to rapid changes in trends with a score of 0.44 and a rating of 4, which means that there is a potential for serious threats in the fashion industry, especially in the Mutiara Collection business, caused by rapid changes in trends.

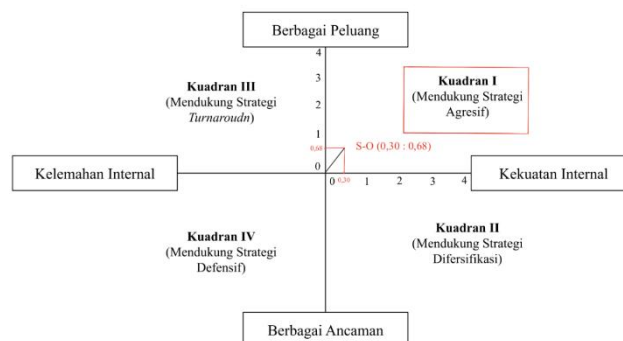
Furthermore, it also indicates a high level of competition in the market, where Mutiara Collection must compete fiercely to keep up with rapidly changing trends. The risk of being left behind and losing market share also poses a serious potential threat, as consumers tend to seek products that align with the latest trends if Mutiara Collection fails to keep up with current fashion trends or falls behind.

With a higher total opportunity score than threat score, Mutiara Collection has more opportunities than threats to capitalize on. More opportunities mean the business has greater growth potential. Business owners can capitalize on these opportunities to expand operations, increase sales, and achieve business goals.

After calculating the internal and external environmental factors in the Mutiara Collection business, the next step is to determine the coordinate points to determine the Cartesian diagram in the SWOT analysis to determine the marketing strategy and alternative strategies which are described as follows:

1. Internal analysis coordinates:	
<i>Strength</i>	: 1.76
Weakness	: 1.46
<i>Strength - weakness (SW)</i>	: 1.76 – 1.46
SW	: 0.30
2. External analysis coordinates:	
Opportunity	: 1.84
<i>Threats</i>	: 1.16
Opportunity – Threats (OT)	: 1.84 – 1.16
OT	: 0.68

So the coordinate points obtained for the SWOT matrix are (0.30, 0.68) in efforts to increase sales and determine alternative strategies for the Mutiara Collection business, which are described as follows:



Mutiara Collection SWOT Analysis Diagram

Information:

SWOT analysis is divided into four quadrants, each of which reflects a combination of internal factors (strengths and weaknesses) and external factors (opportunities and threats).

a. Quadrant I (Strengths-Opportunities - SO)

A quadrant that reflects the combination of a business's internal strengths and opportunities in the external environment. If a company is in this quadrant, it possesses strengths that it can leverage to capitalize on existing opportunities. This is a favorable position, allowing the business to maximize its growth potential and competitive advantage.

b. Quadrant II (Weaknesses-Opportunities - WO)

This quadrant reflects a combination of a company's internal weaknesses and external opportunities. If a company is in this quadrant, it has weaknesses that need to be addressed, but there are opportunities that can be exploited. This requires the company to address its weaknesses in order to capitalize on these opportunities.

c. Quadrant III (Strengths-Threats - ST)

This quadrant reflects the combination of a company's internal strengths and external threats. If a company is in this quadrant, it possesses strengths that can help it address existing threats. Companies must use their strengths to address or mitigate the impact of these threats.

d. Quadrant IV (Weaknesses-Threats - WT)

This quadrant reflects a combination of a company's internal weaknesses and external threats. If a company is in this quadrant, it has weaknesses that make it vulnerable to existing threats. Companies need to address their weaknesses and carefully manage these threats.

Based on the scheme and results of the SWOT analysis diagram on the Mutiara Collection business, it was found that the business is in a position that supports the Strengths and Opportunities (SO) strategy in Quadrant I, namely Mutiara Collection is in a profitable position where the business has excellent strengths and opportunities so that the appropriate strategy for this business is an aggressive strategy (growth-oriented strategy). An aggressive strategy will help Mutiara Collection in fully utilizing the advantages of its strengths and maximizing growth potential based on the great opportunities in the fashion industry.

Based on this description, the SWOT analysis of the Mutiara Collection business can be seen in the following table:

<p>IFAS</p>	<p>Strengths (S):</p> <ol style="list-style-type: none"> 1) Superior product quality 2) Competitive product prices for consumers 3) Good/strategic business location 4) Maximum service both offline and online stores 5) Efficiency in financial and cost management 	<p>Weaknesses(W):</p> <ol style="list-style-type: none"> 1) Promotion and brand awareness are not yet intensive 2) The selling price of the product fell in the market 3) The products sold are varied 4) After sales service is not optimal 5) The management structure for the division of tasks is not yet even
<p>EFAS</p> <p>Opportunities(O):</p> <ol style="list-style-type: none"> 1) Development of the fashion industry 2) Economic growth 3) Social media marketing and sales and e-commerce 	<p>SO Strategy:</p> <ol style="list-style-type: none"> 1) Maintaining and improving product quality by following new fashion trends and selecting and using high-quality materials (S1, O1). 2) Developing and increasing market share 	<p>WO Strategy:</p> <ol style="list-style-type: none"> 1) Intensive promotion using paid advertising, influencers, and brand awareness through social media content (W1-O3).

<p>4) Community Culture</p>	<p>by offering products with guaranteed quality at affordable prices (S2-O2).</p> <p>3) Social media and e-commerce expansion (S4-O3).</p> <p>4) Opening new branches in strategic locations (S3-O2,S4,O4)</p>	<p>2) Repositioning product selling price (W2-O1).</p> <p>3) Focus or concentration on a particular product category (W3-01).</p> <p>4) Providing delivery guarantees, exchanges, and friendly and responsive customer service (W4-O4)</p> <p>5) Revitalize a more equitable management structure by creating a clear organizational structure (W5-O2).</p>
<p>Threats(T):</p> <p>1) Tight competition</p> <p>2) Strong buyer bargaining power</p> <p>3) Rapid trend changes</p> <p>4) Dependence on a single supplier</p> <p>5) Foreign products</p>	<p>ST Strategy:</p> <p>1) Developing competitiveness by improving product quality (S1-T3).</p> <p>2) N (S2-S5-T2).</p> <p>3) Seeking alternative suppliers (S4-T4).</p> <p>4) Improve good relations with customers.</p>	<p>WT Strategy:</p> <p>1) Focus and optimization on online marketing (W1-T5).</p> <p>2) Develop an emergency or crisis plan (W2-T2).</p> <p>3) Developing relationships and partnerships with suppliers (W4-T4).</p>

Based on the table above, 16 (sixteen) alternative strategies were obtained based on strengths, weaknesses, opportunities and threats that can be taken by the Mutiara Collection business owner to increase sales and face increasingly competitive competition.

1. Strengths and Opportunities (SO) Strategy:

- a) Maintaining and improving product quality at Mutiara Collection by staying abreast of the latest fashion trends and selecting and using high-quality materials. This aligns with the opportunities in the ongoing development of the fashion industry. By maintaining product quality and using high-quality materials, Mutiara Collection can earn customer trust and meet ever-changing market demands.
- b) Developing and increasing market share by offering quality-assured products at affordable prices during periods of economic growth so that sales can increase.
- c) Expansion of social media and e-commerce has resulted in increased presence and brand awareness of Mutiara Collection business products as well as product promotion with a wider consumer reach.
- d) Opening new branches in strategic locations with the aim of maximizing the physical presence of Mutiara Collection's business in areas with economic growth opportunities.

2. Weaknesses and Opportunities (WO) Strategy:

- a) Mutiara Collection can implement more intensive promotions by utilizing paid advertising, collaborating with leading fashion influencers, and increasing brand awareness through engaging social media content. This approach can address weaknesses in promotion and lack of brand awareness, especially as opportunities through influencer marketing and social media are on the rise. This allows businesses to reach a wider audience and build strong brand awareness.

- b) Repositioning product selling prices is an effective strategy given the weakness in product price declines in the market. With economic growth and opportunities in the fashion industry, as demonstrated by Mutiara Collection, the company can reevaluate its product pricing strategy. This involves adjusting product prices according to economic trends and customer purchasing power. Discounts or special price promotions can also be implemented to attract customers and increase sales volume.
 - c) A strategy focused on specific product categories. With the disadvantage of product diversity being difficult to manage, Mutiara Collection can choose to focus its efforts on products in specific categories that are performing better or are in high demand among customers. This will help the business maximize resources and avoid underperforming or irrelevant products.
 - d) Mutiara Collection can improve customer service by providing on-time delivery guarantees, clear exchange options, and friendlier and more responsive customer service. This will address weaknesses in suboptimal customer service while simultaneously meeting customer demand for better service.
 - e) Revitalizing management structures is a relevant strategy to address weaknesses in potentially uneven management structures. Facing the evolving fashion industry, companies need to reassess their management structures to ensure roles and responsibilities are well-distributed and aligned with industry changes.
3. Strengths and Threats (ST) Strategy:
- a) Mutiara Collection can develop its competitive edge by improving product quality in response to the threat of intense competition. By focusing on superior product quality, Mutiara Collection can differentiate itself from competitors and gain customer trust. This will help it remain competitive in a highly competitive environment.
 - b) A cost control strategy is crucial to address the threat of high costs. By maintaining efficient and manageable costs, Mutiara Collection can compete with more competitive prices, especially when facing intense competition. This allows the business to attract more price-sensitive customers.
 - c) Seeking alternative suppliers can also be an effective strategy to address the threat of dependence on a single supplier. By having alternative supplier options, Mutiara Collection can mitigate risks related to product supply and minimize the threats and risks that may arise from dependence on a single supplier.
 - d) A strategy of enhancing good customer relationships is a relevant strategy in facing the threat of rapidly changing trends. By understanding customer needs and providing friendly and responsive customer service, Mutiara Collection can maintain and increase customer loyalty amidst rapidly changing trends.

CONCLUSION

Based on the results and discussion of competitive analysis using SWOT analysis on the Mutiara Collection business, the following conclusions can be drawn:

- a) Based on the results of the internal environmental analysis, it is known that Mutiara Collection has leadership with effective communication so that the duties and responsibilities of employees can be conveyed well and in accordance with procedures. This supports the company's smooth operational activities, however the company faces weaknesses in marketing where promotions and brand awareness have not been intensively carried out by Mutiara Collection. On the financial side, the business has smooth capitalization with a business capital allocation of IDR 500 - 800 million every month. In addition, superior product quality, competitive prices, strategic location, good service, efficiency in financial management, and a focus on social media and e-commerce are factors that can be the company's main strengths.
- b) Based on an external environmental analysis, the Mutiara Collection business has significant market share opportunities and Makassar City's GRDP growth rate is increasing. Meanwhile, threats include high consumer bargaining power, competition, and rapidly changing trends in the fashion industry.
- c) To optimize Mutiara Collection's position, several strategies can be implemented. SO strategies can utilize internal strengths to respond to market opportunities, such as improving product

quality, developing market share, expanding online, and opening new branches. ST strategies can help companies overcome threats by optimizing internal strengths, such as developing competitiveness, controlling costs, finding alternative suppliers, and improving customer relationships. WO strategies can improve internal weaknesses by utilizing external opportunities, such as focusing on online marketing, developing contingency plans, and developing supplier relationships.

Suggestion

The suggestions put forward based on the results of the analysis and conclusions of the research are described as follows:

- a. Mutiara Collection can improve customer service by providing guaranteed on-time delivery, clear exchange options, and friendlier, more courteous, and responsive customer service. This meets customer demand for better service and prevents them from switching to competitors.
- b. The weakness shown by Mutiara Collection is the lack of brand awareness and promotion, so it is hoped that the company can further increase promotion through social media and e-commerce by utilizing or collaborating with influencers and creating interesting and creative social media content so that the business can reach consumers more widely.
- c. The organizational structure shown is still simple, so Mutiara Collection is expected to revitalize the employee management structure, especially regarding the creation of an organizational structure and the boundaries of the duties and responsibilities of each employee so as to create operational efficiency.

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