



SMEs Development Strategy of Footwear Business

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Abstract

The main objective of this research is to analyze the strategy of developing the footwear business. Case studies were carried out at CV Hikmah Shoes Bogor. The initial analysis was carried out by identifying the business of the ongoing CV Hikmah Shoe model and analyzing the external and internal scope to identify problems that occurred in the company. The descriptive method used to identify CV Hikmah Shoes Bogor using, Internal Factor Matrix (IFE) and External Evaluation Factor (EFE) used to analyze internal and external factors at CV Hikmah Shoesr. SWOT matrix selected to determine the strategy to be implemented and Quantitative Strategy Planning Matrix (QSPM) is used as a process to determine strategic priorities for the company. The results of the SWOT Matrix in this study produced six alternative strategies that were chosen as development strategies at CV Hikmah Shoes, Bogor. results The best strategy taken in developing the footwear business is to maximize promotion and marketing using social media or e-commerce and to continue with the improvement business.

Introduction

Manufacturing industries that focus on labour from 2011-2015 experienced an average growth of 6,1% per year and almost 60% of the output of this industrial sector was dominated by labour-intensive industries which included the footwear industry, industry TPT (Textiles and Textile Products) and industry of fabricated metal products, except machinery and equipment (Badan Pusat Statistik, 2017). The manufacturing industry for processing genuine and imitation leather into footwear is an industry that is usually done both on a small scale industry or household and industry on a large scale. The existence of these small footwear industries plays an important role in the acquisition of foreign exchange and strengthens the national industrial structure (Hubeis, 2011), especially through the utilization and development of natural resource potential (SDA) owned by Indonesia and is one of the mainstay of sources of income and foreign exchange revenues originating from the non-oil and gas sector. Indonesian footwear exports in 2015 reached \$ 4.7 billion in footwear and have experienced significant development (Indonesia-Investments, 2016).

The Indonesian footwear industry has fulfilled 3% of the world's footwear needs. Indonesia has a high quality supply of Javanese cowhide which increases the attractiveness of the Indonesian footwear industry. The main markets for Indonesian exports are America, Europe and Japan. There are two types of manufacture of various footwear or shoes in Indonesia, the first through factories or industries, second through small and medium industries. The most dominant commodity of Indonesian or domestic original shoe making is through the small and medium industries (Kementerian Perdagangan, 2019).

The small and medium industry sector is believed to be a sector that can lead other sectors in an economy towards progress because it has a high absorption capacity of labor to 57.9 million people in various regions in Indonesia. The small and medium industry sector According to its type there are two forms, manufacturing industry and service industry. The manufacturing industry which includes the processing industry, in its journey this industry has demonstrated its ability to absorb high labor reaching 15.73 million people in 2013, or approximately 13,87% of Indonesia's workforce and ranked the 4th largest after agriculture, trade, and services (Kementerian Perindustrian, 2017).

Bogor Regency is one of the regencies in West Java Province where there are many small and medium enterprises. One of the most prominent SMEs are SMEs in the footwear manufacturing industry. Compared to other processing industries, with a total gross domestic income of 100.528 billion in 2016 and an average growth of around 9 to 10% from 2011-2016 (Badan Pusat Statistik Kab. Bogor, 2016). The business in the field of footwear is one business that has a high level of competition. This requires producers to increase creativity that will produce their own ideas and uniqueness so that it can be an attraction to customers. A company that can produce a creative business needs the right strategy to produce excellence and be able to face the current and future business challenges. One of the business actors who tried to capture this opportunity was CV Hikmah Shoes, which is a company engaged in the field of footwear located in the city of Bogor, West Java.

The management of CV Hikmah Shoes plans to increase the company's revenue, but the company realizes that to support the current business growth, the right steps and strategies are needed in order to increase revenue well. Increasing the company's revenue source becomes a promising business prospect and becomes a consideration for prospective investors CV Hikmah Shoes.

The plan desired by the management of CV Hikmah Shoes is also not easy to implement, Management realizes that it still has some obstacles in business development, not finding the right solution in opening new markets for its business products which have been dependent on supplying certain brands, as well as competitive conditions companies in the business environment, not only in the products produced, variations in creative and innovative value added from each competitor must also be balanced in order to win from the competition to win the market (Tehseen and Sajilan, 2016).

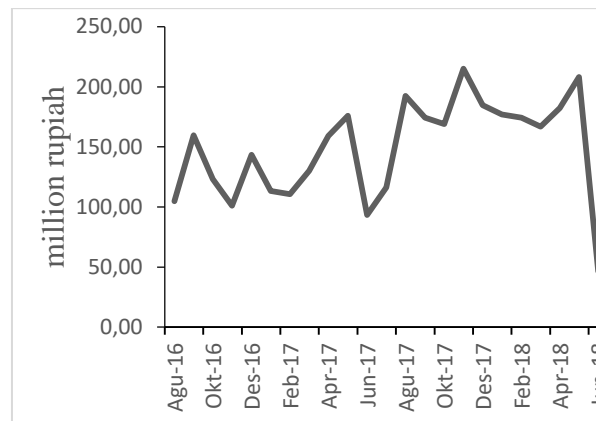


Figure 1. CV Hikmah Shoes Total Income for 2016-2018 (in millions of rupiah)

It can be seen from Figure 1 which shows the revenue of sales (revenue) of CV Hikmah Shoes two years, from 2016 to 2018 which during that period the company's income fluctuated which has not produced optimal performance. The company strives to achieve a monthly sales target of two hundred and fifty million a month but based on the revenue obtained from that period does not reach the expected target, There is even a decrease in income and a sharp decline in income after May 2018 directly affect the company's revenue. Business development CV Hikmah aims to get an overview and identification of current business, formulate strategies for product business development to achieve the company's revenue targets at CV Hikmah Shoes.

Giesen et al. (2010) explain that business innovation is very important in achieving success in the present and future. When environmental conditions change rapidly and are so complex, company leaders need to understand when to adapt to business models and how to implement changes. Amit and Zott (2010) emphasize that business innovation can provide significant opportunities both during the period of rapid economic growth and during times of turmoil.

Research Methods

This research was conducted at CV Hikmah Shoes which began in October 2018-January 2019 in the village of Ciomas Harapan RT 01 RW 02 No 5 City of Bogor, West Java. This study used two types of data, primary data and secondary data. Primary data is obtained from in-depth interviews and filling in expert questionnaires by internal parties, the Manager, Production Section, Controlling Section, Management Section, External Reseller Design Section (PT Lastibani), Reseller (PT Bangjoan), Expert. Secondary data is obtained from documents owned by the company and literature studies.

Data processing and analysis of this study uses the environmental analysis aims to identify strategic factors that will determine the company's future. Environmental analysis monitors, evaluates and disseminates information from the internal and external environment to the main person in the company (Wheelen and Hunger, 2010). Environmental analysis is divided into two, external and internal. Based on the level of influence on the company, the business environment or company environment can be divided into two categories, internal environment and external environment (Pearce and Robinson, 2013). The environmental analysis for the company can be used to measure how far competition in the environment has developed and its implications from evolution for opportunities and threats.

Through this mapping technique an overall description of the business processes carried out by the company will be obtained. The process of knowing the strategies that can be done to

find out strategies for the company, used the SWOT Analysis method. According to (David, 2016) SWOT Matrix (Strengths Weakness Opportunities Threats) is the right tool to help managers build four types of strategies, Strengths Opportunities, WO (Weakness-Opportunities), ST strategies (Threats-Strengths) and WT (Weakness-Threats) strategies (Rangkuti, 2016). Furthermore, quantitative data from SWOT Analysis are processed to compile and map strategies. At the stage of decision making on the tool used is QSPM.

Quantitative Strategic Planning Matrix

Quantitative Strategic Planning Matrix (QSPM) is analytical tool used to decide on strategies to be used based on the attractiveness of alternative strategies that exist and to help assess alternative strategies objectively. QSPM is a tool used in the stages of decision making strategy and factors used in QSPM using factors that have been determined in the input stage, determining external factors and internal factors. Calculation of QSPM is based on input from the weight of the external internal matrix, as well as the alternative strategy at the matching stage. (David, 2016). The literature review provides a rationale for compiling a research framework on the influence of organizational justice in performance appraisal on satisfaction assessment and performance.

Conceptual Framework

Mapping the ongoing business and identifying the strengths and weaknesses of the company, then conducting an internal company analysis using the Internal Factor Evaluation (IFE) matrix. Whereas for the opportunities and threats faced by the company, external analysis is carried out using the External Factor Evaluation (EFE) matrix. Then from the IFE and EFE matrix analysis, the IE matrix is obtained which will map the current position of the company.

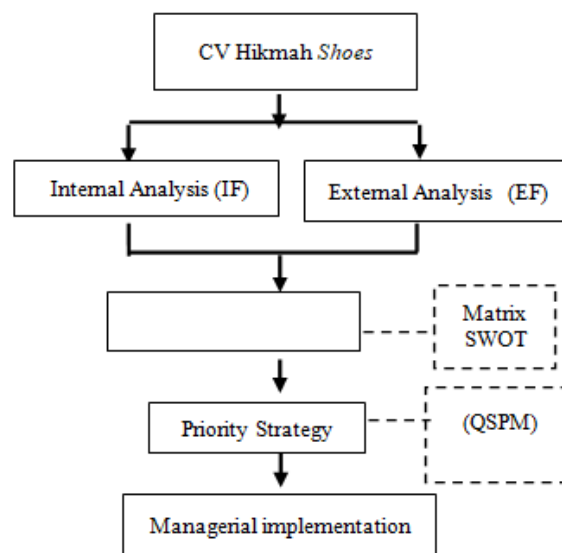


Figure 2. Conceptual framework

The results obtained from the IE matrix were developed using a strategy of the matrix Structural-Weakness-Opportunities-Threats (SWOT). Based on the strategies formulated in the SWOT analysis, the most effective priority strategies were chosen using QSPM. The analysis was then handed over to CV Hikmah Shoes The framework of this research thinking is presented in Figure 2.

Results and Discussion

Internal Factor Analysis

Internal factor analysis aims to identify the strengths and weaknesses of the company. Strength is something that is owned by a company that is different from other companies and can support the company's activities.

Table 1. IFE

NO	External Factor	Weight	Rating	Score Weight
Power				
1.	Variable footwear model and design	0,09	4	0,36
2.	experienced producing quality shoes	0,11	4	0,44
3.	product images that are already known	0,10	4	0,40
4.	Availability of raw materials	0,10	3	0,30
5.	employees are easily obtained	0,09	4	0,36
Sub total				1,85
Weakness				
1.	The marketing and promotion system that has not been maximal	0,12	1	0,12
		0,11	2	0,11
2.	Employee skill quality is still low in using technology	0,09	2	0,18
3.	The production system is still based on orders	0,10	2	0,20
4.	The selling price is still determined based on the wholesale price	0,11	1	0,11
5.	The financial condition of the company is limited			
Sub total				0,81
Total		1		2,66

The results of Table 1 provide information about the strengths and weaknesses in CV Hikmah Shoes, Sub-total Strength has a weighting score of (1,85) with experienced variables producing quality shoes having the highest score (0,44). The highest Weakness factor for weighting scores, The selling price is still determined based on the wholesale price (0,20) and sub-total (0,81). Scores of weights are obtained after multiplying the weights and ratings with the total weighted score with total accumulation of the variable strength and weakness of (2,66).

External Factor Analysis

External factor analysis aims to identify opportunities and threats that must be faced by the company. (Table 2 EFE).

Table 2. EFE

NO	External Factor	Weight	Rating	Score Weight
Opportunity				
1.	Increased export market share of footwear	0,11	4	0,44
2.	Changes in style and lifestyle	0,09	3	0,27
3.	Progress in online business technology	0,12	4	0,48
4.	Large population	0,11	4	0,44
Sub total				1,55
Threat				
1.	More and more imported products	0,13	1	0,13
2.	High level of competition	0,11	1	0,11
3.	Fluctuations of raw material prices	0,12	2	0,24
4.	Unstable economic conditions	0,12	2	0,24
5.	Government policies that are less supportive	0,11	2	0,22
Sub total				0,94
Total		1		2,56

Based on the results of Table 2, subtotal of opportunities was 1.55. Variable of progress of online business technology got the highest score with weight of 0.48. External factors of threats, in particular, fluctuations of raw material prices and less stable economic conditions, had the highest weighted score (0.24) and total weighted scoring of opportunities and external factors of threats was 2.56.

SWOT Diagram

The calculation of internal factor and external factor analysis on CV Hikmah Shoes can be illustrated in the SWOT diagram of Table 3.

Table 3. SWOT Matrix

IFAS		EFAS	
Category	Total	Category T	Total
Strength (S)	1,85	Opportunity (O)	1,55
Weakness (W)	0,81	Threat (T)	0,94
Total (S-W)	1,04	Total (S-T)	0,61

The results of the IFAS and EFAS matrix found that IFAS final score was 1,04 and the total EFAS final score was 0,61. These results are then shown in the SWOT matrix.

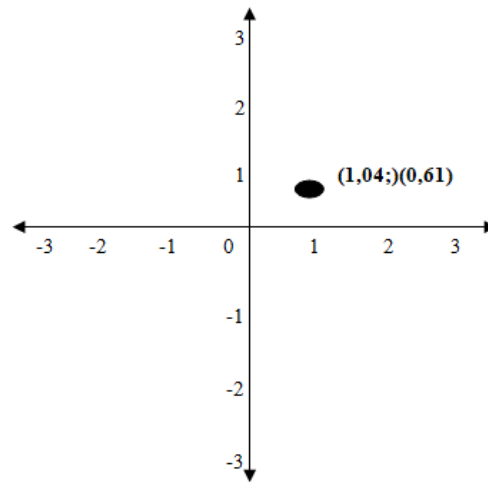


Figure 3. SWOT diagram

Based on the SWOT diagram analysis, the position of CV Hikmah Shoes, in quadrant I, where in this position it is a condition that is very profitable for the company. The company can take advantage of existing opportunities. According to Sherafat et al. (2013) CV Hikmah shoes must take advantage of opportunities as much as possible, using an aggressive strategy to gain new market share. The strategies are presented in the SWOT Matrix Table 4.

Table 4. SWOT Matrix

Internal		Strengths	Weaknesses
		1. Variety models and clothing designs	1. The marketing and promotion system that has not been maximized
		2. experienced in producing quality shoes	2. The quality of employee skills is still low in using technology
		3. image of a product that is already known	3. Production system based on order
		4. Availability of raw materials	4. The selling price is still determined based on wholesale prices
		5. workforce that is easily obtained	5. The financial condition of the company is limited
External			
Opportunities		Strategy S-O	Strategy W-O
1.	Increased export market share of footwear	1. Promotion and marketing strategies using social media or e-commerce to support activities to expand the marketing area of footwear products (S1, S2, S3, O1, O2, O3, O4) 2. Innovation and variety of footwear products using information technology (S1, S2, O2, O3, O4)	1. Cooperating with partner institutions and banks in developing businesses (W1, W5, O1, O2)
2.	Changes in the lifestyle of consumers		2. Maintain product quality and feature distinctive brand products (W1, W3, W4, O1, O2)
3.	Progress in online business technology		
4.	Large population		
Threats		Strategy S-T	Strategy W-T
1.	More and more imported products	1. Increase productivity capacity to increase the quantity of footwear production. (S1, S3, S4, S5, T1, T2)	1. Collaboration with the government regarding HR training, licensing, and pathways for marketing processes outside the region (W1, W2, T1, T3, T4, T5)
2.	High level of competition		
3.	Fluctuations in raw material prices		
4.	Economic conditions that are less stable		
5.	Government policies are less supportive		

S-O Strategy

This strategy is based on the company's goals, by utilizing all the power to seize and maximize the greatest opportunities. S-O strategy uses the company's internal strength to take advantage of external opportunities. In the SWOT matrix there are SO strategies:

- 1) Promotion and marketing strategies using social media or e-commerce to support policies to expand the marketing area of base products. This relates to the strength of CV Hikmah Shoes such as S1 has models and designs of varied footwear, S2 experienced in producing quality shoes, S3 image of products that are already known to seize the opportunities O1 increased market share of footwear exports, O2 changes in consumer shopping style, O3 progress in online business technology, O4 population is quite large.
- 2) Innovation and variety of footwear products by utilizing information technology related to S1 models and varied footwear designs, S2 experienced in producing quality shoes. strong supporting element in seizing opportunities O1 increased market share of footwear exports, O2 changes in consumer spending style, O3 progress in online business technology, O4 large population.

S-T Strategy

This strategy uses the strength of the company to overcome threats. Strategy ST uses the company's internal strength to avoid or reduce the impact of external threats on the SWOT matrix, There are strategies. increase productivity capacity in order to increase the quantity of footwear production. S1 has a model and design of various footwear, S3 Image of a product that has been known, S4 availability of raw materials, S5 workforce that is easily obtained, T1 More and more imported products, T2 high level of competition

W-O strategy

This strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses. W-O strategy. In the SWOT matrix there is a strategy:

- 1) Cooperating with partner institutions and banks in developing businesses by exploiting W1 weaknesses Not yet maximal marketing and promotion system, W5 Financial condition of limited companies, to seize opportunities O1 increased footwear export market share, O2 changes in consumer spending style
- 2) Maintain product quality and highlight the distinctive brand characteristics of the product. In This strategy by exploiting internal weaknesses of W1 the marketing and promotion system has not been maximal yet, W3 production systems based on orders, W4 The selling price is still determined based on wholesale prices, for O1 opportunities increased footwear export market share, O2 changes in consumer spending styles

W-T strategy

This strategy is based on defensive activities and seeks to minimize weaknesses and avoid threats with cooperate with the government regarding HR training, licensing, and pathways for marketing processes outside the region, by minimizing W1 the marketing and promotion system has not been optimal yet, W2 the quality of employee skills is still low in using technology to avoid T1 More imported products, T2 levels high competition, T3 raw material price fluctuations, T4 unstable economic conditions.

Stages of Strategy Decision Formation CV. Hikma Shoes

Making a decision on strategy priorities that are run by the company is the final stage of strategy formulation. The method used in the priority assessment was based on the attractiveness of alternative strategies, so that it can affect the company's internal and external environment. The results of the SWOT matrix analysis produced four alternatives, the SO strategy, the ST strategy, the WO strategy, and the WT strategy. The strategy will be entered into the QSPM matrix which will be estimated by weight and Attractive Score (AS). According to Abbasi et al. (2019) SWOT Analysis and Quantitative Strategic Planning Matrix (QSPM) are advanced analyzes commonly used in determining managerial strategies (Rezazadeh et al. 2017; Zulkarnain et al. 2018).

Strategic priority assessment is done by using the QSPM matrix method by multiplying the weights in the IFE and EFE matrices with attractiveness score to produce the Total Attractiveness Score (TAS). The total number of TAS of each of these strategies determines the priority of the strategy, Determination of Attractive Score (AS) on QSPM and Processing of Total Attractive Score (TAS) QSPM. The results of the Quantittif Strategic Planning Matrix (QSPM) CV Hikmah Shoes assessment can be seen in Table 5.

Table 5. Alternative Strategy

NO	Alternative Strategy	TAS
1	Promotion and marketing strategies using social media or e-commerce to support policies to expand the marketing area of footwear products	6,34
2	Maintain product quality and highlight the distinctive brand characteristics of the product	6,24
3	Cooperate with partners, banking institutions and communities in developing businesses	6,18
4	Innovation and variety of footwear products by utilizing information technology	5,96
5	Cooperate with the government regarding HR training, tax incentives, and pathways for marketing processes outside the region	5,87
6	Increasing labour productivity to increase the quantity of footwear production.	5,67

Based on the results of the QSPM assessment, the order of the highest to lowest TAS (Total Attractiveness Score) is obtained. This sequence can be generated by priority strategies that can be implemented at CV Hikmah Shoes.

- 1. Promotion and marketing strategies using social media or e-commerce to support policies to expand the marketing area of footwear products (W1, W4, W3, O1, O3, O5).**

CV Hikmah Shoes has marketing and promotional opportunities in the digital e-commerce era based on the average market price for each pair of similar shoes that are marketed in e-commerce at Rp 35,000-50,000 far above the wholesale price that has been done by the

company. The use of e-commerce systems is also growing quite markedly, with the number of internet users in 2017 reaching 143.26 million or equivalent to 54.68% of Indonesia's total population and the number of e-commerce users reaching more than 36 million (Kominfo, 2018). This opportunity provides a great opportunity for businesses, especially CV Hikmah Shoes, to carry out promotions and marketing of footwear products with electronic digital systems. Sales and promotion of products using e-commerce systems also help companies, because they are not focused on mass order production and will not take market size from conventional markets or s-commerce which are part of the reseller market, but penetrate new markets to reach new consumers.

2. Maintaining product quality and highlighting product characteristics by using its own brands (S1, S2, S3, O1, O2, O4).

The image of the company has been known to help companies maintain their customers, product quality, customer satisfaction and profitability are three things that are closely related. The higher the quality, the higher customer satisfaction, which can support an increase in income and profits. Maintaining product quality is a strategy to face competition with other companies and increas substitute products (Putra et al. 2017). CV Hikmah Shoes must highlight its own brand when marketing, especially via online markets that make it easy for consumers to order footwear products.

3. Cooperating with partners, banking institutions and communities in developing businesses. (O5, T4).

Companies that want to achieve an income target of more than 200 million rupiah, so that the total must be produced more than 800 kodi at a price of Rp 13,000, but CV Hikmah Shoes with the capacity of its producers is only able to produce 400 scores every month is not possible to meet the desired income target so Working with fixed production partners and online sales partners can help companies achieve their desired production and income targets.

The company also has independently funded production in a way that has made the company focused on production that has existed and hampered the market penetration process so that the strategy that can be done is to collaborate with partners in this case the cooperative of footwear SMEs and banks as funding sources for operational activities also work with footwear cooperatives in the Ciomas area. There are many benefits that CV Hikmah Shoes can get with this collaboration, including companies can reduce financial liquidity without having to wait for orders from wholesalers, fast information, cooperation networks between companies and companies can focus on the process of developing the business.

4. Innovation and variety of footwear products by using technology (S1, S2, O3, O4).

The use of information technology is quite important because changes in lifestyle quickly change so that it encourages companies to immediately innovate, shape and style footwear products. Change by following the latest fashion so as to provide consumers with many choices of products and help companies to always produce and survive (Rahab and Hartono, 2012).

Change also requires speed so the company in pursuing any changes that occur must innovate, especially in production. The speed at which the product is sent must be supported by rapid production speed so that the right steps and strategies also need to be carried out in the

future is the gradual transition of the production process to semi-manual using a production machine.

5. Cooperating with the government regarding HR training, licensing, and pathways for marketing processes outside the region (W2, T1, T3, T4, 5).

The strategy of working with the government has many advantages for the company, because It will help empower employees, as well as steps and ways to provide technical assistance in the form of training and research and assistance and financial management and marketing. (Wulandari and Alamanda, 2012). Another advantage that can also be obtained if there is a partnership with the government can apply for tax and licensing incentives, on the government side has now implemented a submitio online single

6. Increasing labour productivity to increase the quantity of footwear production. (S1, S5, T1, T2).

Production capacity is the level of production capability of a facility usually expressed in terms of volume per unit of time. Increased production capacity must pay attention to the factors of raw material capacity, machine and labour hours, and working capital. CV Hikmah Shoes produces 200 scores every month or 4000 pairs of shoes and the production capability of the company only reaches 300 scores. the target of the income you want to achieve is above 200 million every month.

Optimizing production capacity is a strategy that utilizes the strength of footwear products from CV Hikmah Shoes. The company has easy to obtain raw materials, has skilled workforce and good product quality whereas Alaskaki products also have market share opportunities, so the strategy to increase the footwear production volume becomes very important.

Managerial Implications

Managerial implications are the company's activities in developing the company's business development strategies that are tailored to the current conditions and capabilities of the company. (Boons, 2013) Based on the results of research on CV Hikmah Shoes, the steps and strategies carried out by making these repairs are carried out as part of the company's sustainability efforts and in an effort to increase the company's revenue. Adjustments from time to time and evaluation of the development of business models is very important in implementing a successful business (Osterwalder and Pigneur, 2012).

The implement a prototype Business that can be used as a technical description of the strategy obtained from the results of QSPM to support the main business conducted by policies of CV Hikmah Shoes. The company is encouraged to move forward in the business of market penetration in an effort to increase revenue streams. Market penetration will help companies to be independent from reseller dependence. Steps and efforts to do this by using an online business strategy that is an alternative strategy for the company. The strategy based on the results of the QSPM is at the highest value and is in accordance to the results of the IE on quadrant 1 matrix which focuses on market penetration efforts in marketing the product. Online business strategies can also help companies avoid marketing clash with permanent resellers of companies in conventional markets (Hartatik, 2017).

Another strategy that can be done by the company is maintaining product quality and highlighting the characteristics of products by using its own brand. The company in marketing

can try to create their own brand that represents the identity of CV Hikmah Shoes. The company can form their own divisions that will carry out promotional programs and market penetration so that existing organizational structures are not disrupted by new programs and strategies that the company will run.

The results of the preparation of the company's business development strategy are logical decisions and consequences that must be prepared by CV Hikmah Shoes in implementing the strategies that have been produced from developing a business improvement. However, the decision is left entirely to the internal management decisions of CV Hikmah Shoes to be surely able to measure the company's ability and resource allocation in implementing business development strategies.

Conclusion

The results of calculations on internal and external factors indicate that the current position of CV Hikmah Shoes is in quadrant I which supports aggressive growth policies. (Growth oriented strategy). It is very possible to continue to expand, increase growth and achieve maximum progress. with a value of (1.04; 0.61). SWOT analysis that produces six alternative strategies with priority strategies with QSPM is a promotion and marketing strategy using social media or e-commerce to support the policy of expanding the area of marketing of footwear products in overcoming the problem of decreasing income and in achieving the desired income target.

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