

Proposed Marketing Strategy to Achive Sustainability Company Performance for Uniquelymoz Daily

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ABSTRACT

The contribution of the creative industry to the Indonesian economy is targeted to continue increasing, with one of the largest contributors being the fashion subsector. The fashion industry in Indonesia is showing excellent development. Local clothing brands are starting to emerge, one of which is Uniquelymoz Daily, a fashion brand from Bandung. This article aims to develop a research model of marketing strategy to realize sustainable company performance. A literature review was conducted to build a research model that produces a framework for marketing strategy to enhance sustainable performance. The results of the study indicate that marketing strategies can be implemented by mapping the current business conditions through consumer analysis, internal and external analysis, as well as SWOT and TOWS maps. Empirical studies are needed to provide evidence of the reliability of the proposed research model.

Keyword: marketing strategy, company sustainable performance, customer analysis, SWOT analysis.

Usulan Strategi Pemasaran untuk Mencapai Keberlanjutan Kinerja Perusahaan untuk Uniquelymoz Daily

Abstrak

Kontribusi industri kreatif terhadap perekonomian Indonesia ditargetkan untuk terus meningkat dengan salah satu kontributor terbesar adalah subsektor fesyen. Industri fesyen di Indonesia menunjukkan perkembangan yang sangat baik. Brand pakaian lokal kini mulai bermunculan, salah satunya adalah Uniquelymoz Daily yang merupakan brand fesyen asal Bandung. Artikel ini bertujuan menyusun model penelitian strategi pemasaran untuk mewujudkan kinerja perusahaan yang berkelanjutan. Kajian pustaka dilakukan untuk membangun model penelitian yang menghasilkan kerangka model strategi pemasaran untuk peningkatan kinerja berkelanjutan. Hasil penelitian menunjukkan bahwa strategi pemasaran dapat dilakukan dengan memetakan kondisi bisnis saat ini melalui analisis konsumen, analisis internal dan eksternal serta peta SWOT dan TOWS. Studi empiris diperlukan untuk memberikan bukti kehandalan model penelitian yang diusulkan.

Kata kunci: strategi marketing, company sustainable performance, analisis pelanggan, analisis SWOT.

INTRODUCTION

According to data from the Indonesian Ministry of Industry, the contribution of the creative industry to the

Indonesian economy is targeted to continue to increase. In general, trade in the creative economy in Indonesia produces a balance surplus. Based on data from the Ministry of

Tourism and Creative Economy (Kemenparekraf), Indonesia's international trade surplus in the creative economy sector is dominated by three subsectors, namely fashion, craft and culinary. In 2019, the contribution of the creative economy to national exports was 11.3% or \$19.6 million (Kemenparekraf, 2020). The three largest contributing sub-sectors were fashion at 62.04%, craft at 30.95% and culinary at 6.76% (Kemenparekraf, 2020).

The fashion industry in Indonesia is showing an excellent development. According to the news portal Viva.co.id, in 2021 Indonesia's fashion spending revenue experienced a surplus of US\$2.71 billion, which means that the total revenue from exports of Indonesian fashion products exceeded the total expenditure on imports of fashion products. This trade surplus shows that in the fashion sub-sector, Indonesia has good competitiveness in the international market. Moreover, Indonesia is the 13th muslim fashion exporter in the world and is the country with the 3rd largest Muslim fashion sector consumption in the world at US\$16 billion.

Uniquelymoz Daily is a local clothing line brand founded in Bandung in 2020 by Hilma Nur Fauziah. Uniquelymoz Daily's office and warehouse are located at Jl. Taman Mekar Abadi I no 56 Mekarwangi, Kec. Bojong Kidul, Kab. Bandung, West Java. This business started from owner's interest in fashion, especially women's Muslim clothing. Hilma has her own sense of fashion that makes her clothing designs unique and different from other brands' clothing. The name Uniquelymoz Daily is truly reflected in her clothing products. Unique means unique and innovative clothing designs. Moz is defined as Muslim where Uniquelymoz Daily products are mostly for Muslims. Daily means clothing that can be used daily. The hope is that Uniquelymoz Daily reflecting clothing for muslim women that has a unique design but is still comfortable for

daily use. Uniquelymoz Daily products can be purchased online through Shopee, Tokopedia and Tik-Tok Shop or through offline store at HGL Modest Bandung and Yogyakarta.

The products offered by Uniquelymoz Daily are women's clothing that is mostly intended for Muslims but does not rule out the possibility of being used by non-muslim women as well. All products offered by Uniquelymoz Daily are designed directly by the owner who is inspired by the clothes of South Korea and Europe design. Uniquelymoz Daily offers various types of clothing, namely shirts, blouses, vests, dresses, pants and skirts. The materials used also vary such as cotton, jeans, organza, satin silk, polyester, lace, and others. The colors available are also quite diverse and adapted to the clothing model. For girly-themed clothing, bright colors such as pastels are available, while for formal and edgy looks, the colors available are more monochromatic such as black, white and grey. The prices offered for Uniquelymoz Daily products range from Rp170.000 – Rp499.000.

During the three years of operation, Uniquelymoz Daily's revenue from 2021 - 2023 has continued to increase. In 2021 and 2022 Uniquelymoz Daily generated revenue of Rp 959.368.629 and Rp1.795.692.000 respectively, which came from online sales via official online store and e-commerce (Shopee and Tokopedia). Then in 2023 the revenue generated was Rp1.876.958.121 which came from sales via official online store, Shopee, Tokopedia and TikTok Shop. Despite experiencing an increase, the amount of revenue growth from Uniquelymoz Daily actually experienced a sharp decline. Growth in 2021-2022 is 47% while in 2022-2023 it is only 4%.

Based on consumer ratings on the Shopee and Tik Tok platforms, which are the two platforms with the highest sales of

Uniquelymoz Daily products, consumers are very satisfied with the products and services provided by Uniquelymoz Daily. If it is assumed that the number of products sold is equal to the number of consumers, then out of 13,359 pcs of products sold, were recorded in the Shopee and Tik Tok review columns. The complaints were in the form of production defects such as loose buttons, sloppy stitching, stains on the clothes and clothes that were too big. The rest consumers are very satisfied with Uniquelymoz Daily products, because they have good quality, commensurate prices, unique clothing models, premium product quality, fast delivery of goods, helpful and friendly customer service and the products are very fragrant so that they have a special impression on consumers.

Uniquelymoz Daily has significant growth potential. However, several issues are hindering the company's progress, such as the owner's inability to implement an effective managerial system, production challenges, inconsistent stock levels, and a lack of engagement with the audience and customers. If these issues persist, Uniquelymoz Daily risks losing both current and potential customers. As a new player in the fashion industry, Uniquelymoz Daily must focus on gaining and maintaining a competitive advantage, especially in a rapidly growing market. Many competitors are enhancing their brand awareness and product innovation while offering competitive prices. Given the company's profile, Uniquelymoz Daily should develop a new marketing strategy to increase consumer engagement and brand awareness, ultimately attracting more customers and boosting revenue. This article outlines strategies to enhance Uniquelymoz Daily in order to achieve competitive advantage and sustainable performance.

Literature Review Strategy

Strategy is a collection of integrated commitments, actions, and decisions used to explore superior competencies in gaining competitive advantage and competitive strategies (Wandebori, 2019). A company is said to have a strategy if the company is different from similar companies in the same industry. According to Porter (1980), strategy must be related to differentiation, so companies that implement strategies must seek differentiation based on target segmentation, products, and demographics. Strategies can also be based on positioning, namely the wishes of customers, the existence of customers or the variety of products and services owned by the company (Wandebori, 2019). This difference can be different resources or activities, or the same activities in different ways. This difference will create competitive advantage and the ability to compete.

One way to find out whether strategy formulation and strategy implementation have gone well is to look at the financial performance of a company (Wandebori, 2019). If a company can increase or produce a value, it can be said that the strategy carried out by the company is right and the company is able to compete.

Marketing Strategy

Kotler et al. (2018), define marketing strategy as the marketing logic by which the business unit hopes to achieve its marketing objectives. The segmentation, targeting and positioning model can be used to determine the marketing strategy. Marketing strategy is where company defines the mission, marketing and financial objectives, and needs the market offering is intended to satisfy as well as its competitive positioning. All this requires inputs from other areas, such as purchasing, manufacturing, sales, finance, and human resources (Kotler et al., 2018). Based on Palmatier and Sridar (2017), there are five key elements to define marketing strategy there are decisions and actions, differential advantages over

competitors, sustainability, ability to enhance firm performance and customer perspective. On the basis of the five key elements, the definition of marketing strategy is decisions and actions focused on building a sustainable differential advantage, relative to competitors, in the minds of customers to create value for stakeholders.

Strategic marketing based on Drucker (1973) is a process consisting of: analyzing environmental, market competitive and business factors affecting the corporation and its business units, identifying market opportunities and threats and forecasting future trends in business areas of interest for the enterprise, and participating in setting objectives and formulating corporate and business unit strategies. In order to meet market target needs, market target strategies are chosen for the product-markets in each business unit, marketing objectives are established, and marketing program positioning strategies are developed, implemented, and managed. Marketing strategy describes the process of how business and organization understand their market and their methods for influencing profitable customer action. Marketing strategy is understanding who buys the product and services, how to motivate the potential customer to take profitable action, understanding your competitors who are trying to do the same thing and measure marketing activities and refine approach moving forward.

Consumer Analysis

Consumer analysis is the process where information about the consumer is found out from market research like the needs of the consumer, the target market and the relevant demographics so that this information can be used in market segmentation for further steps of market research. Consumer analysis is very useful in predicting consumer behavior. Consumer analysis can help the company to profile the consumer characteristics. In this research,

the author use marketing mix and segmenting to analyze consumers.

The marketing mix, consisting of four key elements, namely product, price, place, and promotion plays a crucial role in a company effort to achieve marketing objectives (Erten & A. Erhan Zalluhoglu, 2022). Meanwhile, a product refers to the quality, features, and benefits offered to consumers. Price encompasses setting the right pricing for products or services to align with the value provided. Place relates to product distribution and its availability in the market. Promotion involves a company effort to introduce, promote, and communicate its products to potential consumers (Shokrani et al., 2019). The implementation of an effective marketing mix strategy enables companies to influence market demand and meet the needs and desires of consumers (Lahtinen et al., 2020). By holistically considering these four elements, companies can create added value for consumers, differentiate themselves from competitors, and build strong customer relationships. In addition, appropriate marketing strategies enable companies to expand market share, increase sales, and achieve long-term success in a competitive industry (Moktar et al., 2024).

Companies can't connect with all customers in large, broad, or diverse markets, hence, they need to identify which market segments the company can serve effectively. Segmenting customer market can help managers to develop the best marketing plans to understand customer behavior. Market segment consist of a group of customers who share similar set of needs and wants (Keller, 2013). Companies will ask marketers to identify the appropriate number and nature of market segment and decide which one(s) to target. The major segmentation variables are geographic, demographic, psychographic and behavioral segmentation. Geographic segmentation can divide the market into different geographical units such as nation, states, regions,

counties, cities, or neighborhoods (Keller, 2013). The aim is to adapt marketing programs based on the needs and wants of the local customer groups in trading areas, neighborhoods and even individual stores. In demographic segmentation, the market is divided into groups on the basis of variables and social class. The basis of variables such as age, family size, family life cycle, gender, income, occupation, education, religion, race, generation, and nationality. Demographic variables are very popular to use to distinguish customer groups. Consumer needs, wants, usage rates, and product and brand preferences are often associated with demographic variables. Demographic variables are also easier to measure (Keller, 2013). In psychographic segmentation, buyers are divided into groups on the basis of psychological/personality traits, lifestyle, or values. One of the most popular classification systems based on psychographic measurements is Strategic Business Insight's VALS framework. VALS is based on psychological traits for people and classifies consumers into eight groups based on responses to a questionnaire containing four demographic and 35 attitudinal questions. Consumers are divided into segments based on their knowledge of, attitude toward, and use of a product. A market can be segmented based on needs and benefits. People play five roles in a buying decision: initiator, influencer, decider, buyer, and user. Also many marketers believe that behavioral variables such as occasion, benefits, user status, usage rates, loyalty status, buyer-readiness stage, and attitude are the best starting points for constructing market segment.

Once the market segmentation has been completed, the company should be aware of the needs and wants of its selected segments. It is then necessary to identify the most profitable segments and to decide which segments will be served. There are three market coverage alternatives which can be applied; full market coverage, multiple-

segment specialization, single segment concentration, and individual marketing (Keller, 2013).

Marketers must build their positioning strategies to improve the customers' and potential customer's perceptions of their products. There are four characteristics of product positioning. Firstly, they are built around benefits for prospective customers. Secondly, they differentiate the specific firms' products or service from those of key competitors. Thirdly, the respective firms need to possess relevant skills, resources, and the credibility to deliver on their implied statements and promises. Finally, an effective position is defensible, which means that an aggressive competitor cannot act quickly to neutralize or preempt another positioning strategy (Camilleri, 2018).

Internal Analysis

Resources analysis

The internal analysis includes resources and value chain activities as the basis for capabilities and core competences in achieving competitive advantages (Hitt, Ireland, & Hoskisson, 2015). The first aspect of a situation analysis involves the critical evaluation of the firm's internal environment with respect to its objectives, strategy, performance, allocation of resources, structural characteristics, and political climate to determine the strength and weakness of the company. Resources can be defined as a productive input or competitive asset that is owned and controlled by the company (Thompson et al, 2021). Resources are divided into tangible and intangible resources. Tangible resources are type of resources that can be seen, heard, touched and can be measured quantitatively. According to Hitt, Ireland, & Hoskisson (2015), tangible resources can be defined as a company's capacity for borrowing and the state of the company's physical facilities. Tangible resources consist of four categories - financial, organization, facility and technology (Barney 1991; Wandebori,

2019). Financial is the company's ability to obtain loans, as well as obtain funding from within. Organization is the formality of reports and the formality of planning, controlling and coordinating. Facility is how well and strategically located and equipped the plant and equipment are. Technology is stocks such as patents, copyright, and trade secrets.

Intangible resources are resources that are not visible. Intangible resources analysis discusses resources from knowledge, skills from human resources and innovativeness owned by the company and reputation from the brand in the eyes of customers, suppliers and partners.

Three categories of tangible resources based on Wandebori (2019) are (1) human capital knowledge, skills, managerial capability, mutual trust, ability to collaborate with others; (2) innovation ideas, scientific ability, capacity to innovate; (3) reputation with customers, brand, product quality perception, durability, and reliability and reputation with suppliers, mutually beneficial interactions and relationships

A company's capabilities are constructed with the use and combination of resources. Capabilities are harder to categorize than resources (Thompson et al., 2021). However, two systematic approaches can help the company in identifying capabilities. The first one is to list the company's resources and analyze whether the company has developed any related capabilities. The second method starts with a functional approach. Most capabilities are related to the specific organizational department. Core competencies can be defined as a company's capabilities that act as a source of competitive advantage that distinguish the company from its rivals (Hitt, Ireland, and Hoskisson, 2015). A core competency is a specific factor that a business sees as central to the way the company or its employees work. According to Hitt, Ireland, & Hoskisson (2015), capabilities should fulfill four categories,

valuable, rare, costly to imitate and non-substitutable to become core competencies. Valuable means that core competencies can exploit existing opportunities and neutralize threats in the external environment. Rare means that competitors do not have that ability or capability. Costly to imitate means other companies are unable to develop them except at a cost disadvantage relative to companies that already have them. Non-Substitutable means that competencies are irreplaceable.

Value Chain Activity

Value Chain Analysis is the process by which a company identifies the main and support activities that add value to a product, then analyzes them to reduce costs or increase differentiation. There are five primary activities and four support activities that is analyzed with the aim of seeing the entire company's ability in its activities to increase value or margins for shareholders. The primary activities cover the sequence of bringing materials into the business, converting them into final products, shipping out final products, marketing them and servicing them. The support activities consist of procurement, technology development, human resource management and firm infrastructure (Kotler et. al., 2018). The supporting activities are usually managed by specialized departments within the company, but sometimes they're handled by different parts of the organization.

The firm's task is to carefully analyze the costs and effectiveness of every activity that contributes value to its products or services. Then, it should search for ways to enhance each of these activities. To do this effectively, the company should compare its costs and performance with those of its competitors. This provides benchmarks for evaluating its own performance. By looking into internal activities, the analysis reveals where a company's competitive advantages or deficiencies lie. Businesses that use differentiation advantage to compete will

make an effort to outperform their rivals. If competing through cost advantage, it will attempt to perform out internal tasks at a lower price than the competitors. A business turns a profit when it can manufacture goods for less than the going rates or when it can deliver better products.

Porter's Value Chain concept looks at the entire system within a company, examining how inputs (such as materials, labor, and technology) are transformed into outputs (products or services) that consumers buy. From this perspective, Porter identified a series of interconnected activities that are present in all businesses. These activities are then categorized into two main types: primary activities and support activities. Primary activities are those that go directly into the creation of a product or the execution of a service, including: inbound logistics is the activities related to receiving, warehousing, and inventory management of source materials and components; operation is the activities related to turning raw materials and components into a finished product; outbound logistics is the activities related to distribution, including packaging, sorting, and shipping; marketing and sales is activities related to the marketing and sale of a product or service, including promotion, advertising, and pricing strategy and after-sales service is activities that take place after a sale has been finalized, including installation, training, quality assurance, repair, and customer service. Secondary activities help primary activities become more efficient effectively creating a competitive advantage and are broken down into: procurement activities related to the sourcing of raw materials, components, equipment, and services; technological development is activities related to research and development, including product design, market research, and process development; human resources management is the activities related to the recruitment, hiring, training, development, retention, and compensation of employees; infrastructure

is the activities related to the company's overhead and management, including financing and planning.

External Analysis

The aim of external analysis is to identify opportunities and threats in macroeconomic, industrial and competitive environments. Opportunities are defining as environmental situation that can provide cash and profit to the firm if utilized and exploited. Threats are environmental situation that will have a negative impact for the firm's ability to create income and profits if not controlled (Wandebori, 2019).

General Environment

There are seven segments in general environment analysis, politic/legal, economic, social/culture, demographic, global and physics. The general environment has broad-scale elements that affect the sector and its business both directly and indirectly (Wanderbori, 2019).

A. Political/Legal Factor

In the political/legal analysis, companies and governments try to influence each other. The company tries to get the government to favor the company (Wandebori, 2019). The political and legal environment consists of laws, government agencies, and pressure groups that influence and limit various organizations and individuals. Sometimes, these laws also create new opportunities for business. Legislation affecting businesses has increased steadily over the years. For example when governments examining and enacting laws covering competitive behavior, product standards, product liability, customer protection and commercial transactions.

B. Economic Factor

Economic segment analysis relates to the economic conditions and direction of the economy in which the company competes. In general, companies will look for places with stable economic conditions and have the potential for growth. (Wandebori, 2019). Economic factors include economic growth,

currency values, inflation, rate of interest, income levels, and unemployment rates. These elements may have direct or indirect long-term effects on the brand. This aspect will also affect the purchasing power of consumers. Moreover, economic shifts might influence demand/supply models. Consequently, it affects how a business prices its goods and services.

C. Demography Factor

Population demographics include geographic location, income, education, family, gender, religion, and ethnicity. Furthermore, demographic changes present both opportunities and threats to businesses, and can have far-reaching consequences. A change in the age distribution of a population, for example, is an example of a demographic force affecting a company. As the population ages, industries such as healthcare will benefit greatly. However, pose a threat to industries such as baby and children's products.

D. Social-Culture Factor

The socio-cultural dimension in question consists of the demographic attributes, norms, practices, and values of the population with which the organization interacts. Included are demographic trends including population levels, age structure, wealth distribution, education levels, concern on safety, lifestyle attitudes, and cultural obstacles. This social component is essential if you wish to tailor products to specific buyer attributes. This aspect can also be utilized to locate local employees willing to work under specific conditions.

E. Technological Factor

Technological factor is focused on technical innovations that can have a positive or negative impact on market and business activities. It refers to technical incentives, the level of creativity, industrialization, Research and innovation effort, technological change, and the target market's level of technological understanding. This factor may influence a company's decision to enter specific industries, introduce specific

products, or conduct manufacturing in foreign countries. Allocating funds for manufacturing-related technical development may be more efficient if organizations are aware of technological developments.

F. Global Factor

This segment includes both new and changing global markets, significant international political events, cultural characteristics, and critical institutions (Wandebori, 2019). The changing in global market includes the rise of emerging economies that presents new opportunities and challenges for businesses. The increasing interconnectedness of global markets means that businesses can expand their operations internationally. Companies need to understand the unique characteristics of these markets, including consumer behavior, regulatory environments, and local competition.

G. Physical Factor

Physical factor associated with potential changes as well as actual changes in the physical environment and business practices that are intended to respond and relate positively to these changes (Wandebori, 2019). Companies must consider physical factors in their strategic planning and operations to ensure long-term sustainability and competitiveness. The deterioration of the natural environment can affect various aspects such as raw material shortage, increasing operational costs, and supply chain disruption.

Industry Analysis

In this study, industry analysis using Porter's Five Forces. Porter's Five Forces is a method used to identify and analyze competitive strengths in a n industry. Its application can also be applied in almost all industrial sectors such as financial services, technology and other industries. The following is a description of Porter's Five Forces as a tool for analyzing industry competition conditions:

a. Threat of New Entrants

The threat is not limited to long-time opponents. When the business expands, other rivals appear. Increased competition from new competitors might lead to decreased profitability. This relates to how readily entrants may engage in commercial rivalry of a similar nature.

b. Threat of Substitutes

Things or actions that can be replaced with comparable equivalents. Alternative products and services limit an industry's potential for profit. The tighter the profit restrictions are on a business, the more alluring the price alternatives offered by substitute items. As a result, by providing a greater selection of goods and services, the creation of alternative items has an impact on the industry's earnings. The issue is whether or not customers have other options for current items.

c. Bargaining Power of Buyers

Buyer negotiating power in the market contributes to lower pricing, offers of greater quality or more services, and pushes competitors into direct competition. This is related to customer's ability to influence product selling prices and cause them to decline.

d. Bargaining Power of Suppliers

Suppliers might utilize price increases or lower-than-expected product or service quality to exert pressure on purchasers. The business makes an effort to maintain high quality while keeping pricing as cheap as feasible. If the business is successful in finding such a supplier, it will face fierce competition from competitors.

e. Rivalry of Competitors

Competitive strength comes from competition among businesses operating in the same sector. In this sense, rivals are businesses that make and sell the same goods and compete against one another. Pricing, product quality, and after-sales service are three areas where similar organizations frequently compete, and where consumers place different values on each.

The firm will strive harder to win if there are more rivals.

Competitor Analysis

Competitor analysis explores competition, its nature, factors influencing it, firms' identification of competitors, product positioning strategies, marketing strategies, rival positions analysis, and the various sources of information available to firms to gauge their strengths and weaknesses (Proctor, 2014). In this study, the author use Four Corner Analysis based on Porter (1980) to gather information from competitors' responses and action. Analysis of the drivers or objective component of competitors is related to competitors' future targets in terms of profit, revenue, asset value and product diversification. Analysis of the assumptions that competitors make about the industry implies the direction of development in the industry that competitors anticipate. Analysis of the strategies carried out by competitors implies the resources, activities and superior competencies that competitors have to implement strategies. Analysis of the capabilities possessed by competitors will provide guidance on product and service differentiation that will be built by the company and the target segment targeted.

SWOT

SWOT analysis is purposed to describe the strategy formulation from its resources and capabilities. It has been divided into four quadrants: Strength, Weakness, Opportunity, and Threat. The internal analysis was purposed to identify the object's strengths and weaknesses that will identify failures and opportunities. Meanwhile, the external analysis can be described as discussing anything outside of the organization. Through this analysis, the researcher will be able to design a new strategy by paying attention to various aspects that affect the company's condition in marketing its products (Tsourela et al., 2007). According to Speth (2015), SWOT

Analysis is carried out by paying attention to the internal factors and external factors of the company. For internal factors, the company will be analyzed from the strengths and weaknesses point of view. Meanwhile, the external factors of the company will be analyzed from the perspective of opportunities and threats that the company will face.

TOWS

TOWS, derived from SWOT analysis, are strategic marketing initiatives structured in a goal-criteria-alternatives hierarchical decision-making context, subject to careful evaluation (Yamagishi et al., 2021). The TOWS matrix is a framework for future research on external and internal factors in an enterprise, enabling managers to analyze their company's situation and develop strategies for achieving organizational objectives and mission efficiently (Weihrich, 1982). The TOWS matrix provides an instrument for facilitating the linkages between a company's strengths and weaknesses and external threats and opportunities (Proctor, 2014).

RESEARCH METHOD

This study is conceptual research based on the literature review as presented. From the literature review, a conceptual framework is developed to produce a TOWS map that depicts the current condition and position of the company. Subsequently, strategies are formulated that can be implemented to achieve sustainable company performance.

RESULTS AND DISCUSSION

Conceptual Framework

A conceptual framework is a set of ideas, presumptions, expectations, convictions, and hypotheses that serve as a foundation for and guide for study (Maxwell, 2005). Conceptual framework showing all concepts/model, supported by literature that will be employed to solve the business issue. The conceptual framework employed in this study commences with the identification of business issues prevalent within the company across marketing, financial, human resources, and operational domains. Data sourced from both internal and external company channels are collected in the form of primary and secondary data. Consumer analysis is conducted to discern the needs of the consumer, target market, and relevant demographics, facilitating market segmentation for subsequent market research endeavors. External analysis is performed by encompassing general environmental analysis, industry analysis via Porter's Five Forces, and competitor analysis. Internal analysis follows to ascertain the company's resource capabilities and value chain analysis. Capabilities are then determined, alongside identifying the competitive advantages that distinguish the company from its competitors. The acquired data is subjected to a SWOT analysis to delineate the company's strengths, weaknesses, opportunities, and threats. Upon SWOT identification, a TOWS analysis is conducted to position the company within the TOWS quadrants, culminating in the determination of appropriate strategies to uphold the company's sustainability.

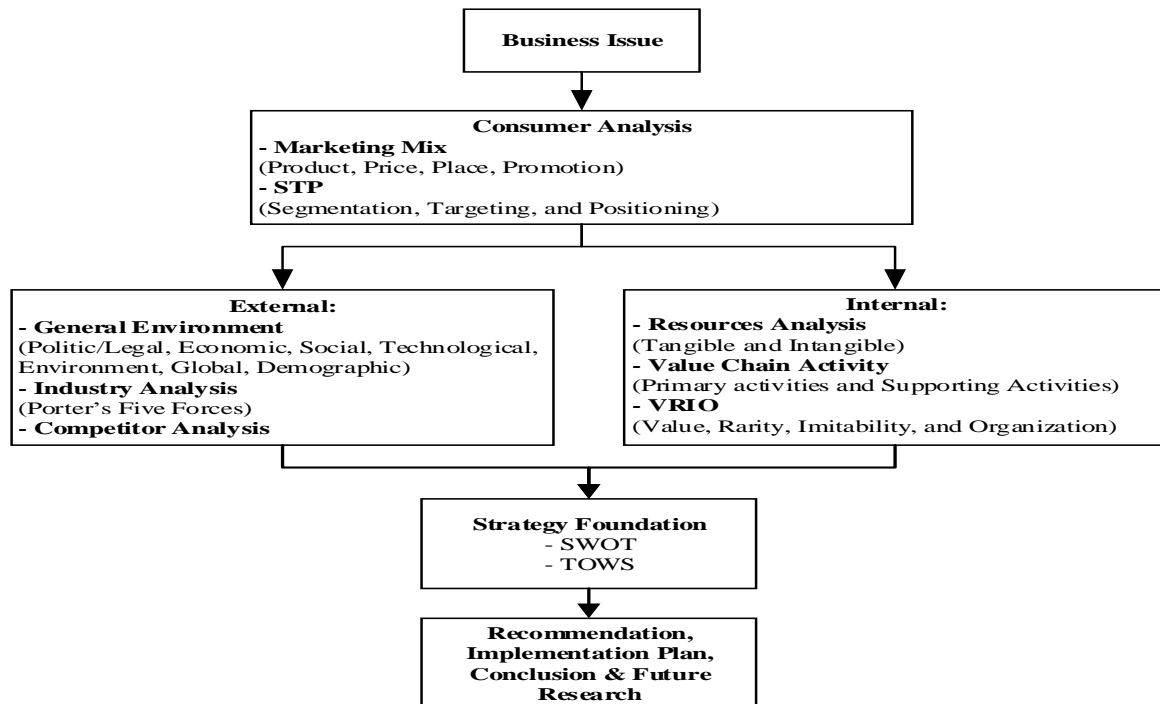


Figure: Conceptual Framework

The conceptual framework employed in this study commences with the identification of business issues prevalent within the company across marketing, financial, human resources, and operational domains. Data sourced from both internal and external company channels are collected in the form of primary and secondary data. Consumer analysis is conducted to discern the needs of the consumer, target market, and relevant demographics, facilitating market segmentation for subsequent market research endeavors. External analysis is performed by encompassing general environmental analysis, industry analysis via Porter’s Five Forces, and competitor analysis. Internal analysis follows to ascertain the company’s resource capabilities and value chain analysis. Capabilities are then determined, alongside identifying the competitive advantages that distinguish the company from its competitors. The acquired data is subjected to a SWOT analysis to delineate the company’s strengths, weaknesses, opportunities, and threats. Upon SWOT

identification, a TOWS analysis is conducted to position the company within the TOWS quadrants, culminating in the determination of appropriate strategies to uphold the company’s sustainability.

CONCLUSION

This study produces a marketing strategy framework to achieve sustainable company performance. This framework serves as a map of the company’s condition and position in its market with benchmarks against its competitors. The approach that can be used to utilize this conceptual framework as a tool for formulating marketing strategies includes brand, product quality, assets, or other approaches. The weakness of this study is that it is still in the form of a conceptual framework and has not yet undergone empirical testing. Therefore, the next suggestion is to use this conceptual framework for testing on actual objects to obtain evidence of its reliability.

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