



## Mrp.Payakumbuh's Proposed Marketing Strategy Using the Boston Consulting Group (BCG) and SWOT Methods

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### ABSTRACT

Mrp.Payakumbuh is a small and medium enterprise that has grown quite rapidly in producing clothes in Payakumbuh City. This research was conducted to analyze the marketing strategy of Mrp.Payakumbuh using the BCG Matrix method and SWOT Analysis. The results of this study using the BCG matrix by calculating the market growth rate that Mrp.Payakumbuh are located in the position of The Dogs at 7.7% and in the calculation of the relative market share that the position of Mrp.Payakumbuh faces a low market share and low market growth rate conditions with a value of 0.83. The results of the SWOT analysis have several parts, namely Internal Factors, External Factors, IE Matrix, and effective marketing strategies in increasing sales of Mrp.Payakumbuh. Effective Company Strategy in Increasing Sales of Mrp.Payakumbuh is with the S-O Strategy (Strengths-Opportunities utilizing promotional media for customers who repost purchases, making discounts, discounts at each specific event, and maintaining and improving the quality of products. The S-T (Strengths-Opportunities) strategy sets prices according to changes in raw material prices, continues to pay attention to customer needs without harming the company, and adds several new types of products by paying attention to quality in order to compete with other companies. W-O Strategy (Weaknesses Opportunities) increase capital by collaborating with investors at the local level.

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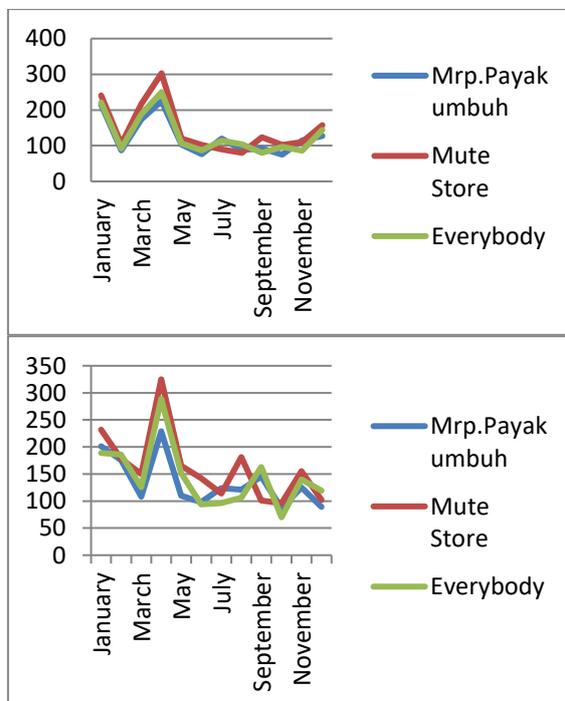


### 1. INTRODUCTION

In the current era, the development of industry 4.0 is increasingly widespread, of course, making the business world will increasingly develop in creating more effective marketing

strategies (Laksana & Waluyo, 2021). This is done because of the increasingly tight competitors in the business world. Every company must always make gradual and sustainable improvements in order to be able to

compete in the era of globalization (Rahmadani, 2022). In this era of globalization, businesses or industries that produce various fashion products such as clothes, sweaters, pants or so on (Putri et al., 2022). The development of a dynamic, modern and fashionable lifestyle has resulted in the desire to look attractive. Clothes are currently a necessity for women and men. There are still many business people in general who think that if the sales of their products continue to increase, the business is considered not to have strategic problems, even though in reality what happens is that competitors are so strong and ready to compete with their business (Permata et al., 2022).



**Figure 1.** Sales data 2022 to 2023  
(Source: pocessed data Mrp.Payakumbuh 2022-2023)

Mrp.Payakumbuh is a small and medium enterprise that has grown quite rapidly in producing clothes in Payakumbuh City. Mrp.Payakumbuh was established in 2017 which is located on Jl. Soekarno Hatta, Payakumbuh, West Sumatra. Mrp.Payakumbuh is a business that prioritizes product quality because with good quality, consumers will feel satisfied with the product. The type of product produced from Mrp.Payakumbuh is T-shirts. Many similar businesses are engaged in the same field,

namely home businesses and online shops. The business competitors are Mute Store and Everybody. The Mute Store business was established in July 2016, while Everybody was established in November 2016. The increase in the same competing companies shows that the level of competition in gaining market share is getting tighter, making company management have to work hard to find ways and strategies to find even the smallest opportunities to get the current market. To obtain information that helps companies improve business processes, comparisons are made between companies using *brenchmarking* to create the company's own competitive advantage. Figure 1 is the *brenchmarking* of Mrp.Payakumbuh with the companies Mute Store and Everybody.

Based on Figure 1 above, there was a problem with product sales in 2022 which did not really increase sales in each month while in 2023 the same thing happened but in certain months such as Eid sales increased and this happened because consumers who ordered were erratic so that sales from month to month were different and even more decreased. Promotion is carried out with the help of social media and conducting bazaars. Based on the above problems, it is necessary to evaluate the weaknesses, strengths, opportunities and threats of the products produced from Lillah Hijab using two methods, namely the BCG Matrix, and SWOT Analysis. The Boston Consulting Group (BCG) method is to develop business strategy planning by carrying out activities on the potential of the company's profits. SWOT analysis is to formulate company strategies by maximizing strengths, opportunities and minimizing weaknesses, threats.

## 2. LITERATURE REVIEW

Marketing is a company operating system focused on planning, pricing, advertising, and distributing services or products that meet customer demand, both customers and potential customers. Therefore, marketing activities can be interpreted as human activities related to the market. Marketing as a process in which companies create value for customers and build strong relationships with customers in return. Nowadays, it is not just about selling with a short-term dimension (buying and

selling breaks), but still marketing a long-term dimension (Rambe & Aslami, 2022). That products are everything including physical objects, services, places, organizations, ideas, or individuals that producers are able to offer to demand, seek, buy, use or consume markets as fulfilling their needs and desires (Saifudin, 2021). A product is a tool or something that is the answer or solution to a problem of consumer needs, so in creating a product, you must look at the problems or needs of consumers. Conceptually, a product is an understanding from the subjective side of the producer that is offered as an effort to obtain goals through fulfilling consumer needs and activities (Oscar et al., 2020).

The marketing mix is the elements of marketing that are interrelated, blended, organized, and used appropriately, so that companies can achieve effective enlargement goals, while satisfying consumer needs and desires (Zebua et al., 2024). The marketing mix is a set of marketing tools known as the 4P marketing mix, namely product, price, place, and promotion. The four elements of the marketing mix are continuously used as tools in marketing strategy. This can allow the company to succeed in marketing a product because it can provide quality products, affordable prices, easily accessible places and also promotions that attract consumers (Girsang et al., 2022). The relationship between product, price, place, and promotion with customer satisfaction is how these four elements can meet customer expectations. Consumers certainly want a low price, but whether the product obtained is of high quality or whether the consumer plays a role when consuming the product (Hotmauli Malau, 2024). The variable that also determines customer satisfaction is distribution, where the distribution channel is comprehensive, consumers will find it easier to get the product, so it will be a supporting aspect of customer satisfaction (Praestuti, 2020).

Marketing strategy is making decisions about the marketing costs of the marketing budget, taking into account environmental conditions and anticipated competition. In general, the success or failure of a company's

development depends on how the company decides on the marketing strategy implemented but also depends on the proper analysis and observation of the factors that can affect the company's marketing strategy (Fajriani, 2022). The main purpose of strategy is so that the company can see objectively the internal and external conditions, so that the company can anticipate changes in the external environment. In this case, it can be clearly distinguished, management functions, consumers, distributors, and competitors (Sulasih, 2020). So strategic planning is important to gain an advantage over competitors and choose products that match consumer desires with optimal support from existing resources (Perwitasari et al., 2024). Benchmarking in the business world is a process to find the best practices or methods in the industrial field by comparing the company's performance with superior companies with the aim of maximum performance and having a real impact on the organization in an effort to perform better (Syahputra et al., 2023). Benchmarking aims to understand and evaluate product processes so as to find ways to improve product quality. Benchmarking can be done for production processes, products, services and systems within an organization (Ningrum, 2022).

BCG (Boston Consulting Group) is a method used in developing a strategic business unit plan by classifying the company's profit potential, then entering it into the Boston Consulting Group matrix, graphically showing the differences between various divisions in relative market share positions and large growth rates (Maristia, 2020). The BCG matrix is used to consider growth opportunities with long-term strategic planning, review the company's product portfolio in making decisions to invest, develop or discontinue products, assist the company in determining the allocation of company resources and help analyze brand marketing, product management and company portfolio analysis (Rolies & Trisnayanti, 2020). The BCG matrix will plot the company's business along with its market growth rate and relative competitive position (Lestari, 2024). The IFE matrix is a useful strategy formulation tool for evaluating

strengths and weaknesses (Suwandari & Waluyo, 2024). In addition, it is also a forum for identifying problems between the two and also the results of its analysis should not be used as evidence as a value without consideration. Meanwhile, the EFE Matrix is a tool for strategy formulation that is useful for evaluating opportunities and threats (Maruf et al., 2022). In addition, it is also useful for evaluating the information obtained so that any information obtained has no value as evidence without limitation (Widiantari & I Ketut Suardika, 2023). SWOT analysis is a strategic planning method used to find out the company's success or weaknesses in running its productivity, by comparing several external factors of opportunities and threats with internal factors of strengths and weaknesses (Suryaninggar & Iriani, 2024). The SWOT matrix can be used to clearly illustrate the external opportunities and threats faced by the company, and adjusted to its strengths and weaknesses. The SWOT matrix is an important tool to help managers develop four types of strategies: SO (strengths-opportunities), WO (weaknesses-opportunities), ST (strengths-threats), and WT (weaknesses-threats) (Harahap et al., 2023).

### 3. RESEARCH METHOD

In this study, the first step taken is to conduct a preliminary study by conducting direct

observation of the company owner and subsequent interviews to create a theoretical basis that will be used to solve the problem, then identify the problem, then formulate the problem and determine the objectives and benefits of the studied. in data processing, the data processed for the first time is sales data which later can be known what kind of problems the company is experiencing in its sales, then identify problems by distributing questionnaires to employees and consumers after that the company's internal and external problems can be known.

The types of data used in this study are primary data and secondary data. Primary data is data obtained from direct observation and observation in the form of interviews and distributing questionnaires. This secondary data is data that is not directly observed by researchers. The data is in the form of a company profile file. Based on problem identification, it is known that Mrp.Payakumbuh's sales for two years show that there is a very high fluctuation in clothing sales. This happens because consumers who buy are erratic so that sales from month to month are different and even more and more are decreasing consumers are more interested in products from the lower and middle shares while from the upper shares are less interested.

**Table 1.** Mrp.Payakumbuh sales target data 2022

2022	Sales	Targets	Percentage %	Description
January	215	350	61%	Achieved
February	87	300	29%	Not Achieved
March	174	300	58%	Achieved
April	225	400	56%	Achieved
May	103	300	34%	Not Achieved
June	76	300	25%	Not Achieved
July	120	300	40%	Not Achieved
August	88	300	29%	Not Achieved
September	92	300	30%	Not Achieved
October	75	300	25%	Not Achieved
November	115	300	38%	Not Achieved
December	127	350	36%	Not Achieved
<b>Total</b>	<b>1572</b>	<b>3800</b>	<b>41%</b>	<b>Not Achieved</b>

(Source: processed data, 2024)

**Table 2.** Mrp.Payakumbuh sales target data 2023

2023	Sales	Targets	Percentage %	Description
January	201	350	60%	Achieved
February	176	300	58%	Achieved
March	108	300	36%	Not Achieved
April	229	400	57%	Achieved

May	110	300	36%	Not Achieved
June	98	300	32%	Not Achieved
July	124	300	41%	Not Achieved
August	121	300	40%	Not Achieved
September	145	300	48%	Not Achieved
October	87	300	29%	Not Achieved
November	125	300	41%	Not Achieved
December	189	350	25%	Not Achieved
<b>Total</b>	<b>1613</b>	<b>3800</b>	<b>42%</b>	<b>Not Achieved</b>

(Source: processed data, 2024)

Based on Table 1 and Table 2, it can be seen that the number of targets in each month is different. The sales target is obtained from the results of the researcher's interview with the owner of the company and there is a different sales target in one of the months because in that month there is a special day, namely Eid al-Fitr and New Year's Day. the target is said to be achieved if sales in one month exceed the predetermined target and the target is said to be not achieved because the sales data does not exceed the sales target, while the number of products sold in the first year was 1572 and in the second year 1631, and the percentage obtained in the first year was 41% and in the second year 42%. The occurrence of problems in Mrp.Payakumbuh in the table is the non-achievement of sales targets in each month. The cause of not achieving the sales target at Mrp.Payakumbuh is the ineffectiveness of employees in serving consumers, the quality of products that are far different from other stores, capital that is too low and consumer interest in the store is low. The above problems need to be evaluated on the weaknesses, strengths, opportunities and threats of the products produced from Mrp.Payakumbuh using two methods, namely the BCG Matrix and SWOT analysis.

#### 4. RESULT AND DISCUSSION

The data used for the Buston Consulting Group (BCG) matrix is the sales volume data of Mrp.Payakumbuh and the total sales volume of competitors, then to determine the BCG matrix quadrant of the company by calculating the market growth rate and relative market share of the company.

##### 1. Market Grow Rate

The market growth rate can be calculated by:

$$TPP = \frac{VP N - VP N - 1}{VP N - 1} \times 100\%$$

$$= \frac{VP 2023 - VP 2022}{VP 2022} \times 100\%$$

$$= \frac{137.105.000 - 127.245.000}{127.245.000} \times 100\%$$

$$= 7,7\%$$

Based on the results of the calculation of the market growth rate, the result is 7.7%. This shows that the market growth rate is not significant or not too high, it can be seen from the increase in sales from the period 2022 to 2023, although in certain months there is a decrease in sales.

##### 2. Realitive Market Share

The market growth rate can be calculated by:

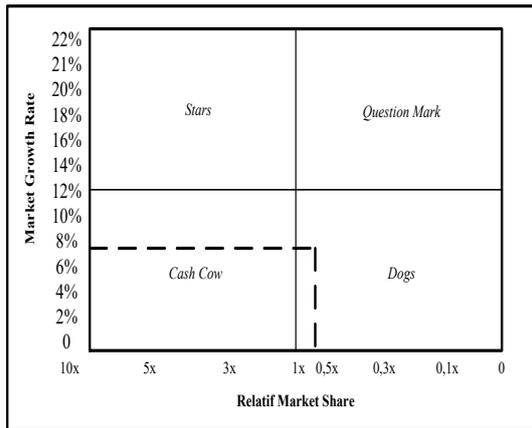
Relative market share is the proportion of a company's capabilities to the overall sales of competitors and to the company itself. Relative market share can be calculated by:

$$PPR = \frac{VP N}{VPP N}$$

$$= \frac{137.105.000}{164.985.000}$$

$$= 0,83 < 1$$

Based on the results of calculations on the level of relative share of Mrp.Payakumbuh compared to competing companies, which is 0.83. The analysis carried out using the BCG matrix by comparing market growth rates and relative shares, the position of Mrp.Payakumbuh on the BCG matrix can be seen in Figure 2:



**Figure 2.** BCG Matrix Graph  
(Source: pocessed data, 2024)

Based on Figure 2, the calculation results in the BCG matrix can be seen that Mrp.Payakumbuh with competitors are in the position of The Dogs, with a calculation of the market growth rate of 7.7% and a calculation of the relative market share of 0.83, where the company's position faces a low market share problem due to the slow market growth rate. Low and often negative cash flow is caused by a weak competitive position. In this condition the company is better off investing in Question marks in the sense that the company must pursue strategies to increase market growth and be able to compete with other companies in the future.

**Matriks IFE (Internal Factor Evaluation)**

Identification and analysis of IFE factors are carried out on the company's internal factors, where in the internal factors there are strengths and weaknesses of the business. Determination of the rating and weight of the IFE Matrix is obtained from three respondents consisting of the business owner and two employees who work at Mrp.Payakumbuh. While the results of the total score are obtained from multiplying the weight and rating. The following is Table 3 Weight Results of Mrp.Payakumbuh IFE Matrix Analysis (Table 3).

**Table 3.** Recapitulation of rating and weight of internal factors (strenght)

No	Statment	Total	Ratings	Weight
1	Own capital of the company	8	1,6	0,094
2	Using social media	7	1,4	0,082
3	Prices are still affordable	9	1,8	0,106
4	Actively promote on social media	8	1,6	0,094
5	Owner organizes and controls marketing regularly	10	2	0,118

(Source: processed data, 2024)

**Table 4.** Recapitulation of rating and weight of internal factors (weakness)

No	Statment	Total	Ratings	Weight
1	Land that is too small	7	1,4	0,082
2	Products sold are only one type	8	1,6	0,094
3	Lack of capital	11	2,2	0,129
4	High operational costs	10	2	0,118
5	Two employees	7	1,4	0,082

(Source: processed data, 2024)

**Matrix EFE (External Factor Evaluation)**

EFE matrix analysis is the result of identifying external factors in the form of opportunities and threats that affect to Mrp.Payakumbuh. Determination of rating and weight The EFE matrix was obtained from 22 respondents consisting of consumers who buy at Mrp.Payakumbuh. While the results of the total score are obtained from multiplying score and rating. The following is Table 4 Weight Results EFE Matrix Analysis Mrp.Payakumbuh (Table 5).

**Table 5.** Recapitulation of rating and weight of external (opportunities)

No	Statment	Total	Ratings	Weight
1	An ever-changing and insatiable lifestyle	58	2,6	0,087
2	The development of the world of promotion has advanced using the internet	65	3	0,098
3	Provision of easily available goods	65	3	0,098
4	The development of the times makes the world of fashion as fickle as ever.	63	2,9	0,095

(Source: processed data, 2024)

**Table 6.** Recapitulation of rating and weight of external (threats)

No	Statment	Total	Ratings	Weight
1	Rising raw material prices	70	3,2	0,105
2	Customers switch to competing companies	72	3,3	0,108
3	Products from other companies are more creative and innovative	66	3	0,099
4	Emergence of new companies	71	3,2	0,107
5	Number of rejected or defective products	68	3,1	0,102
6	Impermanence in the money exchange rate	63	2,9	0,095

(Source: processed data, 2024)

The following is a recapitulation of the calculation of the rating and weight of internal factors and external factors (Table 4).

**Table 4.** Recapitulation of internal factor scores

No	Factor Internal	AVE		Score
		Rating	Weight	
Strength				
1	Own capital of the company	1,6	0,094	0,150
2	Using social media	1,4	0,082	0,114
3	Prices are still affordable	1,8	0,106	0,190
4	Actively promote on social media	1,6	0,094	0,150
5	Owner organizes and controls marketing regularly	2	0,118	0,236
Weakness				
6	Land that is too small	1,4	0,082	0,114
7	Products sold are only one type	1,6	0,094	0,150
8	Lack of capital	2,2	0,129	0,283
9	High operational costs	2	0,118	0,236
10	Two employees	1,4	0,082	0,1742
Total			1,000	1,742

(Source: processed data, 2024)

**Table 5.** Recapitulation of external factor scores

No	Factor External	AVE		Score
		Rating	Weight	
Opportunities				
1	An ever-changing and insatiable lifestyle	2,6	0,087	0,226
2	The development of the world of promotion has advanced using the internet	3,0	0,098	0,294
3	Prices are still affordable	3	0,098	0,294
4	The development of the times makes the world of fashion as fickle as ever.	2,9	0,095	0,275
Threats				
5	Rising raw material prices	3,2	0,105	0,336
6	Customers switch to competing companies	3,3	0,108	0,356
7	Products from other companies are more creative and innovative	3	0,099	0,297
8	Emergence of new companies	3,2	0,107	0,342
9	Number of rejected or defective products	3,1	0,102	0,316
10	Impermanence in the money exchange rate	2,9	0,095	0,275
Total			1,000	3,013

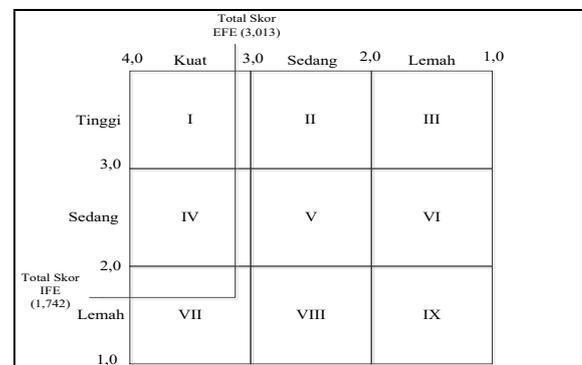
(Source: processed data, 2024)

Based on Table 4, it can be seen that the results of the calculation using the IFE matrix obtained a total score of Mrp.Payakumbuh of

1.742. The score in Mrp.Payakumbuh's internal position is still unable to overcome the company's internal problems. The results in Table 5 show that Mrp.Payakumbuh received a score of 3.013. the results obtained explain that Mrp.Payakumbuh has been able to respond well in taking advantage of opportunities and overcoming threats.

**Matrix IE (Internal External)**

Based on the results obtained in the IFE and EFE matrices, the next stage is to compile an IE matrix or matrix (internal-external). The IE matrix is carried out to find out and analyze the position of the company in detail and also to see the right strategy applied to Mrp.Payakumbuh. The IE matrix conducts an assessment of the IFE and EFE score values of 1,742 and 3,013 which shows that Mrp.Payakumbuh's position is located in quadrant VII. In quadrant VII the strategy used is a growth and development strategy. This strategy increases market sales, market development, and product development applied to Mrp.Payakumbuh. Then the IE matrix graph can be seen in Figure 3.



**Figure 3.** IE Matrix Results (Source: pocessed data, 2024)

**SWOT Analysis Matrix**

Based on the preparation of strategies in the SWOT matrix analysis obtained from strengths, weaknesses, opportunities, and threats resulted in several alternative strategies obtained from four cells, including the following:

**Table 6.** Results of SWOT matrix analysis on Mrp.Payakumbuh

Internal Factor	Strenght (S)	Weaknesses (W)
		<ol style="list-style-type: none"> <li>1. Own capital of the company</li> <li>2. Using social media</li> <li>3. Prices are still affordable</li> <li>4. Actively promote on social media</li> <li>5. Owner organizes and controls marketing regularly</li> </ol>
External Factor	Opportunities (O)	SO Strategy
	<ol style="list-style-type: none"> <li>1. An ever-changing and insatiable lifestyle</li> <li>2. The development of the world of promotion has advanced using the internet</li> <li>3. The development of the world of promotion has advanced using the internet</li> <li>4. The development of the times makes the world of fashion as fickle as ever.</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilize promotional media for customers who repost purchases</li> <li>2. Price discounts at certain events</li> <li>3. Maintain and improve product quality</li> </ol>
	Threats (T)	WO Strategy
	<ol style="list-style-type: none"> <li>1. Rising raw material prices</li> <li>2. Customers switch to competing companies</li> <li>3. Products from other companies are more creative and innovative</li> <li>4. Emergence of new companies</li> <li>5. Number of rejected or defective products</li> <li>6. Impermanence in the money exchange rate</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase capital by collaborating with investors or borrowing from banks.</li> <li>2. Expanding market share by following the strategies that are developing nowadays</li> <li>3. Product development to attract customers</li> </ol>
	Strategi ST	Strategi WT
	<ol style="list-style-type: none"> <li>1. Set prices in accordance with changes in raw material prices, keeping in mind customer needs without harming the company.</li> <li>2. Add several new types of products by paying attention to quality in order to compete with other companies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Gather information on product development and marketing</li> <li>2. Establish good cooperation with raw material providers and investors in order to increase production capacity.</li> </ol>

**5. CONCLUSION**

The results of data processing using the Buston Consulting Group (BCG) matrix by calculating the market growth rate that Mrp.Payakumbuh are located in the position of The Dogs at 7.7% and in the calculation of the relative market share that the position of Mrp.Payakumbuh faces a low market share and low growth conditions with a value of 0.83. By knowing the position of the company against the calculation of growth rates and market share, companies need to improve and develop products and need to know the development of market share and products that will be offered to consumers later. The Internal-External Matrix is carried out to find out and analyze the position of the company in detail and also to see the right strategy applied to Mrp.Payakumbuh. The IE Matrix is obtained from the results of the IFE and EFE Matrices. Based on the results of the score obtained from the IFE matrix of 1.742 and the EFE matrix of 3.013. The IE matrix

gets an average value which shows that the position of Mrp.Payakumbuh is located in quadrant VII, where this position is used for growth and development strategies. Proposed marketing strategies that are effective in increasing sales of Mrp.Payakumbuh based on BCG and SWOT Matrix analysis are market penetration, market development, and product development by paying attention to market share and adding innovation to products that can later compete with competing companies.

Adding new supporting methods to be used in determining alternative strategies for companies. Currently, researchers only use the Buston Consulting Group (BCG) method and SWOT Analysis. It is hoped that further research can carry out research research using other methods to analyze marketing strategies.

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