



BADATANCY TOYS COMPETITION STRATEGY USES AN INTERNAL-EXTERNAL MATRIX, CPM, SWOT, SPACE, AND GRAND STRATEGY

***Adiyya Agustin Eka Saputri, Agus Rahayu, Puspo Dewi Dirgantari**

Faculty of Economics and Business Education, Universitas Pendidikan Indonesia

*Correspondence**: adiya.pend.bisnis@upi.edu

Submitted: 10 November 2022, Revised: 10 December 2022, Published: 31 January 2023

Abstract

This study aims to identify the internal and external environment of Badatancy Toys and determine a good business strategy for Badatancy Toys to compete in the market. The research method used in this study is a qualitative descriptive method. The collection techniques used interviews and observation both directly and indirectly. The data obtained were analyzed using the IFE, EFE, CPM, TOWS, SPACE, and Grand Strategy matrices. From the research results, it is known that the results of the IFE Matrix are 2.74, and the EFE Matrix is 2.56. The final results of the analysis of the CPM Matrix, TOWS, and SPACE Grand Strategy show that alternatives that can be applied to the Badatancy Toys business are: 1) increasing product promotion, 2) maintaining customer service, 3) expanding market share, 4) developing products, and 5) penetrating the market.

Keywords: Market Orientation; IFE Matrix; EFE; CPMs; TOWS; SPACE; Grand Strategy

A. INTRODUCTION

In recent years, the business world has entered the information revolution era, characterized by environmental changes with characteristics that are far different from those of previous ages. In the period of the industrial revolution, the competitive advantage of a business entity was determined by efficiency in the allocation of resources or tangible assets (tangible resources/assets), which were quickly translated into financial dimensions. Conversely, in the era of the information revolution, the competitive advantage of a business entity is highly dependent on its ability to mobilize and exploit intangible resources or assets that are not easily translated into economic dimensions (Yuwono & Ichsan, 2007).

According to Porter (1996), managing strategy differs from managing operations. But both are very important and need to be integrated. An innovative system not linked to excellence in procedures and governance processes will not be implemented. Conversely, operational excellence may lower costs, improve quality and reduce the number of methods and waiting times. However, without the vision and guidance of a strategy, a company is unlikely to enjoy sustainable success by simply improving operations (Porter, 1998). The development of dynamic external conditions and the condition of companies that want to move forward requires companies to formulate their business strategies well.

With the recent economic developments, the toy business has sprung up, but many other companies have also fallen. It shows promising opportunities for old and new players to pursue this business, one of which is BADATANCY TOYS. Badatancy Toys' business activities have been initiated since the end of 2020 and have been developing quite well recently. However, the intense business competition requires Badaancy Toys to anticipate it by formulating a strategic plan that allows the company to continue to grow and develop.

The implementation of good strategic management begins with formulation, which is creating a vision and mission, identifying threats and opportunities for an organization, determining organizational strengths and weaknesses, establishing long-term goals, formulating alternative strategies, and selecting specific procedures to be implemented. After the formulation is specified, the company must implement the management strategy formulation into the company's business processes. After the management strategy is implemented, the company must evaluate the formulation's results and whether it is appropriate to implement it in its business processes. If proper, the management strategy will improve the company's performance and vice versa.

Company development through good strategic management is significant. So that the company can regularly evaluate its overall performance, it can identify what factors are hindering its progress and find solutions. The global and sharp competition in the world of logistics has caused many companies to go bankrupt because they cannot compete; this condition requires companies to have high competitiveness to become strong companies, so they can compete with similar companies and be the best among other companies.

Based on the description above, the problem formulation is "How to identify the internal and external environment of Badatancy Toys" and "How to determine a good business strategy for Badatancy Toys to compete in the market scope." The study results are expected to be a benchmark for making better plans in the future.

B. LITERATURE REVIEW

1. Market Orientation

Market orientation is an adequate understanding of target customer purchases by putting the interests of customers in the first place while not negating other stakeholders such as owners, managers, and employees to continuously create superior value for buyers (Slater & Narver 2000). Simintiras (2011) further explains that market orientation consists of three indicators: (1) Customer orientation is a company's ability to understand its customers. (2) Competitor orientation is the company's ability to monitor its competitors. (3) Market information is the company's ability to provide product information. Various studies that support the effect of market orientation on marketing performance are Shoham, Rose & Kropp (2005); Riswanto et al. (2020). (Farliana et al., 2021) IFE Matrix

An internal environmental analysis can be carried out using the IFE (internal factor evaluation) matrix. This matrix is similar to the EFE (external factor evaluation) matrix used in external environmental analysis and is owned by the company (Sulasih, 2019).

2. External Factor Evaluation (EFE) Matrix

The EFE (External Factor Evaluation) matrix is a matrix that helps companies analyze external environmental factors. The EFE matrix divides external ecological factors into two key factors: opportunities and threats. This matrix provides a place for strategists to summarize and evaluate information about the company's external environment (Sulasih, 2019).

3. Competitive Profile Matrix (CPM) Matrix

A competitive Profile Matrix (CPM) is an appropriate strategic management tool for identifying the strengths and weaknesses of major competitors regarding the

strategic position of the products or services offered. This analysis tool is used at the input stage. CPM shows a clear picture of a product or service's relative strengths and weaknesses against competitors. The CPM assessment is measured based on the determinants of success that consumers pay attention to. Each measured critical success factor uses the same measurement scale to obtain a comparison between all the assessed essential success factors. (Harisudin, 2011)

4. TOWS Matrix

The TOWS matrix consists of nine cells. As you can see, there are four critical factor cells and four strategic factor cells. Four strategy cells labeled SO, WO, ST, and WT. After completing the four essential factor cells labeled S, W, O, and T, they were developed. The goal of each matching is to generate viable alternative strategies, not to select or determine which method is best. Therefore, not all plans designed in the TOWS matrix will be set to be implemented (Taufik & Suprajang, 2015).

5. SPACE Matrix

The strategic position and action evaluation (SPACE) matrix is a matrix that determines the strategic position consisting of four quadrants that show the most appropriate aggressive, conservative, defensive, and competitive strategies for a company (Tambunan, Amelia, Priyana, 2019). The SPACE matrix shows the axes of two internal dimensions, namely financial strength (FS) and competitive advantage (CA), and two external dimensions, namely environmental stability (ES) and industrial strength (IS). (Wardhana, 2021)

6. Grand Strategy

The grand strategy matrix (GS) is an analytical tool for formulating various strategic alternatives. Strategic business units are positioned in one of the four strategic quadrants based on two dimensions: competitive position and market growth (Wardhana, 2021). The GS matrix is divided into ten groups: turnaround, liquidation, vertical integration, conglomerate diversification, concentration, product and market development, innovation, horizontal integration, concentrate diversification, and joint ventures.

C. RESEARCH METHODS

The research method is qualitative descriptive through a strategic management concept approach. The data used are primary and secondary data obtained through interviews and observations at Badatancy Toys. The data processing methods used are the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) methods, the CPM matrix, the TOWS matrix, the SPACE matrix, and the Grand Strategy matrix.

D. RESULTS AND DISCUSSION

1. Identification of Internal and External Factors

The results of the analysis of the company's internal factors, namely the components of strengths and weaknesses and external factors, which include the elements of opportunities and threats (threads), are presented in Tables one and two below:

Table 1: The Internal Factors of Badatancy Toys

Internal factors		Rating
Strength		
1.	<i>always provide a stock of children's toys that consumers want every month</i>	4
2.	<i>Employee morale is constantly growing every day</i>	3
3.	<i>Service from innovative, friendly, and fast employees</i>	3
4.	<i>Promotions such as discounts and gift wrapping often increase buyers' interest in repeat orders each month</i>	4
5.	<i>The layout of goods in offline stores has improved and received praise from consumers</i>	3
6.	<i>good transaction writing, so opening and other recording has improved recently</i>	3
7.	<i>strategic offline store locations, namely adjacent to settlements</i>	4
8.	<i>There are conditions regarding returning goods at offline stores, which is a maximum of 1 day from the time of purchase</i>	3
9.	<i>Prices match the market</i>	4
10.	<i>Serving requests for goods that consumers want</i>	3
11.	<i>Friendly service makes the atmosphere in the store environment better</i>	4
12.	<i>The use of masks and hand sanitizers that ensure product cleanliness when consumers buy</i>	4
13.	<i>Provide free gift-wrapping services, provided that the goods are from our store</i>	3
14.	<i>Have tech-savvy employees</i>	3
15.	<i>Skilled employees to make much packaging at one time</i>	3
16.	<i>Employees who understand the character of children, so make the store atmosphere child-friendly</i>	4
17.	<i>Products sold are still sealed, so their quality is maintained</i>	4
18.	<i>There are examples of finished products that consumers can try before buying</i>	4
19.	<i>Offline stores are always open, even on holidays</i>	4
20.	<i>The products being sold are children's toys that the buyer needs and wants</i>	4
weakness		
1.	<i>decreased purchases in online stores</i>	2
2.	<i>There are often complaints at online stores regarding the miscommunication</i>	1
3.	<i>there is no correct and proper s/k regarding the return of goods</i>	1
4.	<i>decreased buyer interest in online stores and social media</i>	2
5.	<i>The decline in content creation lately is because there is no substitute for handling related content</i>	2
6.	<i>Lack of updates regarding information and promotions at online stores</i>	2
7.	<i>lack of resources to manage online stores</i>	2
8.	<i>lack of human resources to serve offline stores when they are busy</i>	1
9.	<i>have not used a price scan, so the calculation of consumer purchases is done manually</i>	1
10.	<i>There is no proper planning for this business to produce its products</i>	1
11.	<i>there is still a dependence on the owner regarding product discounts</i>	1
12.	<i>There is no proof of payment, so when changing, employees are confused if someone wants to return goods offline</i>	2
13.	<i>packaging that is still not attractive for online stores</i>	2
14.	<i>There is no official website for this business yet, so the product catalog is still not neat</i>	1
15.	<i>The data collection of incoming and outgoing products is still manual, so there is a high probability of Miss</i>	1
16.	<i>Have not used all the promotional features in E-commerce, so potential customers haven't noticed it</i>	2
17.	<i>Lack of consistency in promoting the product</i>	2
18.	<i>Decreased buyer interest in online stores because there has been no change in online stores recently</i>	2
19.	<i>There has been no improvement in product and price data collection</i>	2
20.	<i>Content that is less attractive on social media</i>	2

Table 2: The External Factors Of Badatancy Toys

External Factors	Rating
Opportunity	
1. <i>The population in East Jakarta is increasing every year</i>	3
2. <i>The trend of children's toys is rising every year</i>	4
3. <i>Children's toy products are always innovative and new every time, thus increasing children's interest in buying</i>	4
4. <i>The development of information technology is followed by many types of social media and e-commerce</i>	4
5. <i>Increased public consumption interest in children's toys</i>	3
6. <i>Easy access for consumers to find children's toys</i>	4
7. <i>There are still few toy shops in East Jakarta</i>	3
8. <i>Children whose parents have given internet access make it easy for children to choose the toys they want</i>	3
9. <i>Supplier of goods that provide the latest goods</i>	3
10. <i>Located in spot areas that are frequently visited by local and remote communities</i>	4
11. <i>Products that do not have an expiration date so that they can be stored for a long time</i>	3
12. <i>Public buying interest is always high at certain events every time</i>	4
13. <i>The scope of consumers is not only children but can spread to teenagers and adults</i>	3
14. <i>The desire of children who always want new toys every time there is a new trend</i>	4
15. <i>The influence of influencers that children watch on social media makes children wish for the products offered by these influencers</i>	4
16. <i>Many varied products are currently educating children so that they can be substitutes for gadgets at an early age</i>	4
17. <i>Not needed for toys, sometimes it can be used as gifts, collections, and school needs</i>	3
18. <i>One toy does not only have one benefit; sometimes, it can be used together with other toys</i>	3
19. <i>There is a hidden gift that makes children interested in a toy</i>	3
20. <i>There are also toys for the disabled, thereby expanding the consumer market</i>	4
Threat	
1. <i>People's tastes, which sometimes change, suddenly drop</i>	2
2. <i>Many more attractive online store competitors</i>	2
3. <i>Competitors that use hazardous materials so that the selling price is low</i>	1
4. <i>Children's interest in playing with gadgets rather than educational toys</i>	2
5. <i>There are several toys made of plastic, so it is dangerous if they become waste</i>	1
6. <i>Imported products that have lower prices become strong competitors for local products</i>	1
7. <i>Most children's toys come from abroad, so there will be a higher price for customs clearance</i>	1
8. <i>Competing prices with other competitors which are sometimes very far from the capital price</i>	2
9. <i>Compete with children's toy businesses that already have branding for more than decades</i>	2
10. <i>The desired item is not always available at the supplier</i>	2
11. <i>There are goods from suppliers that are not suitable for use</i>	1
12. <i>Competitors for offline stores are starting to appear around offline stores</i>	1
13. <i>Promotional content provided by competitors is becoming more and more interesting</i>	2
14. <i>Compete with competitors who use influencer/BA services</i>	2
15. <i>The purchase price of the product that consumers want is greater than the market selling price</i>	1
16. <i>There are government regulations regarding SNI for imported toys which complicates sales</i>	1
17. <i>Policy changes related to sales in e-commerce require adjustments from time to time</i>	1
18. <i>Ratings/ testimonials given by random buyers can influence other consumers' purchasing decisions</i>	2
19. <i>Competition with e-commerce that uses the same supply of goods</i>	1
20. <i>Compete with itinerant children's toy sellers who sell similar items but are cheaper</i>	1

The Internal Factor Evaluation (IFE) matrix uses data from the multiplication of the internal factor rating with a predetermined weight, the results of which can be described as follows:

Table 3 IFE Matrix

<i>Internal factors</i>	<i>Rating</i>	<i>Weight</i>	<i>Score</i>
Strength			
1. <i>always provide a stock of children's toys that consumers want every month</i>	4	0,05	0,20
2. <i>Employee morale is constantly growing every day</i>	3	0,01	0,03
3. <i>Service from innovative, friendly, and fast employees</i>	3	0,02	0,06
4. <i>Promotions such as discounts and gift wrapping often increase the interest of buyers to repeat orders every month</i>	4	0,03	0,12
5. <i>The layout of goods in offline stores has improved and received praise from consumers</i>	3	0,03	0,09
6. <i>good transaction writing, so opening and other recording has improved recently</i>	3	0,01	0,03
7. <i>strategic offline store locations, namely adjacent to settlements</i>	4	0,03	0,12
8. <i>There are conditions regarding returning goods at offline stores, which is a maximum of 1 day from the time of purchase</i>	3	0,01	0,03
9. <i>Prices match the market</i>	4	0,03	0,12
10. <i>Serving requests for goods that consumers want</i>	3	0,02	0,06
11. <i>Friendly service makes the atmosphere in the store environment better</i>	4	0,03	0,12
12. <i>Use of masks and hand sanitizers that ensure product cleanliness when consumers buy</i>	4	0,03	0,12
13. <i>Provide gift wrapping services, provided that the goods are from our store</i>	3	0,01	0,03
14. <i>Have employees who understand technology</i>	3	0,02	0,06
15. <i>Skilled employees to make much packaging at one time</i>	3	0,01	0,03
16. <i>16. Employees who understand the character of children, so make the shop atmosphere child-friendly</i>	4	0,02	0,08
17. <i>The products sold are still sealed, so their quality is maintained</i>	4	0,05	0,20
18. <i>There are examples of finished products that consumers can try before buying</i>	4	0,02	0,08
19. <i>Offline stores are always open, even on holidays</i>	4	0,03	0,12
20. <i>Products sold are children's toys that buyers need and want</i>	4	0,04	0,16
Weakness			
1. <i>decreased purchases in online stores</i>	2	0,05	0,10
2. <i>There are often complaints at online stores regarding the miscommunication</i>	1	0,01	0,01
3. <i>there is no correct and proper s/k regarding the return of goods</i>	1	0,01	0,01
4. <i>decreased buyer interest in online stores and social media</i>	2	0,04	0,08
5. <i>The decline in content creation lately is because there is no substitute for handling related content</i>	2	0,03	0,06
6. <i>Lack of updates regarding information and promotions at online stores</i>	2	0,04	0,08
7. <i>lack of resources to manage online stores</i>	2	0,02	0,04
8. <i>lack of human resources to serve offline stores when they are busy</i>	1	0,03	0,03
9. <i>have not used a price scan, so the calculation of consumer purchases is done manually</i>	1	0,01	0,01
10. <i>There is no proper planning for this business to produce its products</i>	1	0,01	0,01
11. <i>there is still a dependence on the owner regarding product discounts</i>	1	0,02	0,02
12. <i>There is no proof of payment, so when changing, employees are confused if someone wants to return goods offline</i>	2	0,02	0,04
13. <i>packaging that is still not attractive for online stores</i>	2	0,02	0,04

<i>Weakness</i>	<i>Rating</i>	<i>Weight</i>	<i>Score</i>
14. <i>There is no official website for this business yet, so the product catalog is still not neat</i>	1	0,01	0,01
	1	0,02	0,02
15. <i>The data collection of incoming and outgoing products is still manual, so there is a high probability of Miss</i>	2	0,03	0,06
16. <i>Have not used all the promotional features in E-commerce, so potential customers haven't noticed it</i>	2	0,03	0,06
17. <i>Lack of consistency in promoting the product</i>	2	0,04	0,08
18. <i>Decreased buyer interest in online stores because there has been no change in online stores recently</i>	2	0,03	0,06
19. <i>There has been no improvement in product and price data collection Content that is less attractive on social media</i>	2	0,03	0,06
Total		1,0	2,74

Based on the observation of the condition of the internal business factors, aspects of the strengths and weaknesses of the business will be obtained using the IFE matrix analysis by determining the weight and rating of each element. The IFE matrix above was obtained by interviewing Badatancy Toys business owners about the influence of internal factors on the business. By adopting the results of the interviews, the researcher assessed the weight and rating of each Badatancy Toys internal factor which was used to determine the score.

Based on the results of the IFE Matrix above, it is found that the internal factor of Badatancy Toys is around 2.74. Regardless of the number of factors included in the IFE Matrix, the total weighted average value ranges from the lowest 1.0 to the highest 4.0, with an average of 2.5 (David, 2009). A total value far below 2.5 indicates a weak organization internally, while a total score far above 2.5 indicates a strong organization internally. The IFE Matrix value from Badatancy Toys, which is around 2.74, shows that the company's strategy in utilizing its internal factors is above average, making the company's internal condition strong.

Meanwhile, from the results of observations of business external factors, the External Factor Evaluation (EFE) Matrix obtained from interviews with Badatancy Toys business owners for the calculation of the External Factor Evaluation (EFE) Matrix, can be described as follows:

Table 1 Matriks EFE

<i>External Factors</i>	<i>Rating</i>	<i>Weight</i>	<i>Score</i>
Opportunity			
1. <i>The population in East Jakarta is increasing every year</i>	3	0,03	0,09
2. <i>The trend of children's toys is rising every year</i>	4	0,05	0,20
3. <i>Children's toy products are always innovative and new every time, thereby increasing children's interest in buying</i>	4	0,04	0,16
4. <i>The development of information technology is followed by many types of social media and e-commerce</i>	4	0,05	0,20
5. <i>Increasing public consumption interest in children's toys</i>	3	0,02	0,06
6. <i>Easy access for consumers to find children's toys</i>	4	0,03	0,12
7. <i>There are still few toy shops in East Jakarta</i>	3	0,01	0,03
8. <i>Children whose parents have given internet access make it easy for children to choose the toys they want</i>	3	0,02	0,06
9. <i>Supplier of goods that provide the latest goods</i>	3	0,03	0,03
10. <i>Located in spot areas that are frequently visited by local and remote communities</i>	4	0,03	0,12
11. <i>Products that do not have an expiration date so that they can be stored for a long time</i>	3	0,01	0,03
12. <i>Public buying interest is always high at certain events every time</i>	4	0,03	0,12

Opportunity	Rating	Weight	Score
13. The scope of consumers who are not only children but can spread to teenagers and adults	3	0,01	0,03
14. The desire of children who always want new toys every time there is a new trend	4	0,03	0,12
15. The influence of influencers that children watch on social media, makes children want the products offered by these influencers	4	0,02	0,08
16. There are many varied products that educate children today, so that they can be substitutes for gadgets for children	4	0,03	0,12
17. Not needed for toys, sometimes it can be used as gifts, collections, and school needs	3	0,01	0,03
18. One toy does not only have one benefit; sometimes, it can be used together with other toys	3	0,01	0,03
19. There is a hidden gift that makes children interested in a toy	3	0,02	0,06
There are also toys for the disabled, thereby expanding the consumer market	4	0,02	0,08
Threat			
1. People's tastes, which sometimes change, suddenly drop	2	0,05	0,10
2. Many more attractive online store competitors	2	0,03	0,06
3. Competitors that use hazardous materials so that the selling price is low	1	0,01	0,01
4. Children's interest in playing with gadgets rather than educational toys	2	0,03	0,06
5. There are several toys made of plastic, so it is dangerous if they become waste	1	0,01	0,01
6. Imported products that have lower prices become strong competitors for local products	1	0,03	0,03
7. Most children's toys come from abroad, so there will be a higher price for customs clearance	1	0,03	0,03
8. Competing prices with other competitors which are sometimes very far from the capital price	2	0,02	0,04
9. Compete with children's toy businesses that already have branding for more than decades	2	0,05	0,10
10. The desired item is not always available at the supplier	2	0,01	0,02
11. There are goods from suppliers that are not suitable for use	1	0,02	0,02
12. Competitors for offline stores are starting to appear around offline stores	1	0,01	0,01
13. Promotional content provided by competitors is becoming more and more interesting	2	0,04	0,08
14. Compete with competitors who use influencer/BA services	2	0,04	0,08
15. The purchase price of the product that consumers want is greater than the market selling price	1	0,03	0,03
16. There are government regulations regarding SNI for imported toys which complicates sales	1	0,02	0,02
17. Policy changes related to sales in e-commerce require adjustments from time to time	1	0,01	0,01
18. Ratings/ testimonials given by random buyers can influence other consumers' purchasing decisions	2	0,02	0,04
19. Competition with e-commerce that uses the same supply of goods	1	0,03	0,03
20. Compete with itinerant children's toy sellers who sell similar items but are cheaper	1	0,01	0,01
Total		1,0	2,56

Based on the results of the EFE Matrix above, it is found that the external factor Badatancy Toys is worth around 2.56. The total weighted average score ranges from a low of 1.0 to a high of 4.0, with an average of 2.5, regardless of how many factors are included in the EFE Matrix.

A score far below 2.5 indicates a weak organization internally, while a total value far above 2.5 indicates a strong organization externally. The EFE Matrix value from Badatancy Toys, which is around 2.56, shows that the company's strategy in utilizing its external factors is above average, making the company's external condition strong.

2. Identify Key Competitors

The main competitors of the Badatancy Toys business can be identified by looking at the relationship between their unique strengths and weaknesses to see their strategic position. The results of the researcher's interview with the Badatancy Toys business owner regarding the main competitors can be determined that the current main competitors that can be identified with the Badatancy Toys business are Ridho Toys, Idolmart Cipayung, and 8tancy. The Ridho Toys business is a children's toy business located in the same area, namely East Jakarta, and not far from the Badatancy Toys offline store. In addition, Ridho Toys also has an online store on the Lazada application and uses a unique business website and social media such as Whatsapp and Instagram to promote products. Meanwhile, Idolmart Cipayung is a children's toy store in the same direction as the Badatancy Toys offline store. For its online media, Idolmart Cipayung uses e-commerce such as Shopee, social media, Instagram, and Facebook to sell and promote products. And the last competitor is Stancy. This competitor is not in the East Jakarta area but has the same supplier as the Badatancy Toys business. And online media, 8tancy uses e-commerce such as Tokopedia, Lazada, Shopee, Blibli, and Jd.id and social media such as Whatsapp and Instagram to sell and promote products.

Identifying competitors and the advantages of significant competitors can be done using Competitive Profile Matrix (CPM) analysis. This CPM can show the leading competitors' strengths and weaknesses so that we can identify them in the form of numbers. The following is a table of the CPM of Badatancy Toys' main business competitors:

Tabel 2 Competitive Profile Matrix (CPM) Badatancy Toys

Factor	Weight	Ridho Toys		Idolmart cipayung		8tancy		Badatancy Toys	
		Rating	WR	Rating	WR	Rating	WR	Rating	WR
Store location	0,095	4	0,380	4	0,380	4	0,380	4	0,380
Commodity equipment	0,095	3	0,380	3	0,285	4	0,380	4	0,380
Product Quality	0,085	4	0,340	4	0,340	4	0,340	4	0,340
Store rating (google business/shopee)	0,080	4	0,320	3	0,240	4	0,320	2	0,160
Price competitiveness	0,090	3	0,270	2	0,180	4	0,360	4	0,360
Promotion product	0,085	2	0,170	2	0,170	3	0,225	2	0,170
Product content design	0,080	2	0,160	2	0,160	4	0,320	3	0,240
The distance between the shop and the settlement	0,070	3	0,210	4	0,280	3	0,210	4	0,280
Ease of public transportation	0,075	3	0,225	3	0,225	3	0,225	4	0,300
Store crowd level	0,080	2	0,160	4	0,320	3	0,240	3	0,240
Length of time to go to the store	0,070	3	0,210	4	0,280	2	0,140	3	0,210
Consumer loyalty	0,095	2	0,190	2	0,190	3	0,285	3	0,285
Total Weighted Score		35	3,105	37	3,050	41	3,425	41	3,345

Based on the results of the Badatancy Toys CPM Matrix compared to its main competitors, it can be seen that Badatancy Toys has a lower total weight score than 8tancy, but higher than Ridho Toys and Idolmart, with a Total Badatancy Toys Weight Score of 3.345. The total weight score of 8tancy is 3.425, the total weight score of Ridho Toys is 3.105, and the total weight score is 3.050.

The results of the analysis using the CPM Matrix from Badatancy Toys, the company must increase its business rating assessment on Google and Shopee with the lowest weight of 0.080. It can improve search SEO algorithms on Google and Shopee. It is hoped that Badatancy Toys can be quickly noticed by consumers looking for the category of children's toys. In addition, Badatancy Toys must maintain consumer loyalty with the highest weight, namely 0.095, with customers, creating good product quality, improving service quality, and others.

3. Determination of Alternative Strategies Using the TOWS Matrix and the SPACE Matrix

The next stage is the "matching stage" In this matching stage, several methods will be used to get the right strategy results for Badatancy Toys; these methods are the TOWS Matrix, SPACE Matrix, and the Grand Strategy Matrix. The TOWS matrix aims to determine an effective strategy for Badatancy Toys, based on existing strengths and weaknesses, to deal with opportunities and threats. For a description of the TOWS Matrix from Badatancy Toys, it can be seen as follows:

Table 6 Analysis of the Badatancy Toys Business TOWS Matrix

	<i>STRENGTH – S</i>	<i>WEAKNESSES – W</i>
	<ol style="list-style-type: none"> 1. always provide a stock of children's toys that consumers want every month 2. Employee morale is constantly growing every day 3. Service from innovative, friendly, and fast employees 4. Promotions such as discounts and gift wrapping often increase the interest of buyers to repeat orders every month 5. The layout of goods in offline stores has improved and received praise from consumers 6. good transaction writing, so opening and other recording has improved recently 7. strategic offline store locations, namely adjacent to settlements 8. There are conditions regarding returning goods at offline stores, which is a maximum of 1 day from the time of purchase 9. Prices match the market 10. Serving requests for goods that consumers want 11. Friendly service makes the 	<ol style="list-style-type: none"> 1. decreased purchases in online stores 2. There are often complaints at online stores regarding the miscommunication 3. there is no correct and proper s/k regarding the return of goods 4. decreased buyer interest in online stores and social media 5. The decline in content creation lately is because there is no substitute for handling related content 6. Lack of updates regarding information and promotions at online stores 7. lack of resources to handle online stores 8. lack of human resources to serve offline stores when they are busy 9. have not used a price scan, so the calculation of consumer purchases is done manually 10. There is no proper planning for this business to produce its products 11. there is still a dependence on the owner regarding product discounts 12. There is no proof of payment, so when

	<p>atmosphere in the store environment better</p> <ol style="list-style-type: none"> 12. Use of masks and hand sanitizers that ensure product cleanliness when consumers buy 13. Provide gift wrapping services, provided that the goods are from our store 14. Have employees who understand technology 15. Skilled employees to make much packaging at one time 16. Employees who understand the character of children, so make the shop atmosphere child-friendly 17. The products sold are still sealed, so their quality is maintained 18. There are examples of finished products that consumers can try before buying 19. Offline stores are always open, even on holidays 20. Products sold are children's toys that buyers need and want 	<p>changing, employees are confused if someone wants to return goods offline</p> <ol style="list-style-type: none"> 13. packaging that is still not attractive for online stores 14. There is no official website for this business yet, so the product catalog is still not neat 15. The data collection of incoming and outgoing products is still manual, so there is a high probability of Miss 16. Haven't used all the promotional features in E-commerce, so potential customers haven't noticed it 17. Lack of consistency in promoting the product 18. Decreased buyer interest in online stores because there has been no change in online stores recently 19. There has been no improvement in product and price data collection 20. Content that is less attractive on social media
<p>OPPORTUNITY – O</p> <ol style="list-style-type: none"> 1. The population in East Jakarta is increasing every year 2. The trend of children's toys is increasing every year 3. Children's toy products are always innovative and new every time, thereby increasing children's interest in buying 4. The development of information technology is followed by many types of social media and e-commerce 5. Increasing public consumption interest in children's toys 6. Easy access for consumers to find children's toys 7. There are still few toy shops in East Jakarta 8. Children whose parents have given internet access make it easy for children to choose the toys they want 9. Supplier of goods that provides the latest goods 10. Located in spot areas that are frequently visited by local and 	<p>SO STRATEGY</p> <ol style="list-style-type: none"> 1. Promoting the latest store products on social media and e-commerce (S1, O4) Market Development 2. Placing products that attract children's attention, such as hidden gifts, in locations that children can reach (S5, O19). Product Development 3. Promoting discounts and gift items on social media and e-commerce (S4,O4) Product Development 4. Provision of attractive banners in front of the store to attract the attention of consumers passing by the store location (S7.O10) Market Development 5. Organizing events that can strengthen the relationship between shop workers and consumers to maintain store services (S11, O12) 	<p>WO STRATEGY</p> <ol style="list-style-type: none"> 5. Studying mistakes in online stores and practicing the solutions so that they can attract consumers' attention to buy products (W1, O6) Market Development 6. Focus promotion on social media and e-commerce first so that it can attract broader consumer interest (W4, O4) Market Development 7. Add digitally savvy people and create engaging content (W5, W7, O8) 8. Making websites and others that can reach consumers in cyberspace (W14.O6) Market Development

<p>remote communities</p> <ol style="list-style-type: none"> 11. Products that do not have an expiration date so that they can be stored for a long time 12. Public buying interest is always high at certain events every time 13. The scope of consumers who are not only children but can spread to teenagers and adults 14. The desire of children who always want new toys every time there is a new trend 15. The influence of influencers that children watch on social media makes children want the products offered by these influencers 16. many varied products educate children today so that they can be substitutes for gadgets at an early age 17. Not needed for toys, sometimes it can be used as gifts, collections, and school needs 18. 1 toy does not only have one benefit, sometimes it can be used together with other toys 19. There is a hidden gift that makes children interested in a toy 20. There are also toys for the disabled, thereby expanding the consumer market 	<ol style="list-style-type: none"> 6. Create a PO system for certain products, especially the newest products (S10, O3). Product Development 7. Make promotions about content on social media so that it can reach more comprehensive consumers (S14.08) Market Development 	
<p>THREAT – T</p> <ol style="list-style-type: none"> 1. People's tastes, which sometimes change, suddenly drop 2. Many more attractive online store competitors 3. Competitors that use hazardous materials so that the selling price is low 4. Children's interest in playing with gadgets rather than educational toys 5. There are several toys made of plastic, so it is dangerous if they become waste 6. Imported products that have lower prices become strong competitors for local products 7. Most children's toys come from abroad, so there will be a higher price for customs clearance 8. Competing prices with other competitors, which are 	<p>STRATEGY ST</p> <ol style="list-style-type: none"> 1. Often create content and beautify online stores to be noticed and attract consumer interest (S14, T2) Market Development 2. Provide sample products so consumers can try and feel the quality of the product compared to products elsewhere (S18, T3). Product Development 3. Research product prices nationally and internationally to match prices with the market. (S9,T6) Market Development 4. Do a business with high branding as a reference so that it can develop this business, especially in terms of products. (S20,T9) 	<p>STRATEGI WT</p> <ol style="list-style-type: none"> 1. Improving the product catalog so that it is more attractive than competitors (W1, T2) <input type="checkbox"/> Product Development 2. Trying to study e-commerce policies and features so that they can use markers to promote online shops (W16, T17) <input type="checkbox"/> Market Development 3. Adding people to create consistent and quality content so that it can improve algorithms in e-commerce so that it can appear on consumer homepages (W5, T13) <input type="checkbox"/> Market Development 4. Correct errors and provide the best solution so that complaints do not occur

<p>sometimes very far from the capital price</p> <p>9. Compete with children's toy businesses that already have branding for more than decades</p> <p>10. The desired item is not always available at the supplier</p> <p>11. There are goods from suppliers that are not suitable for use</p> <p>12. Competitors for offline stores are starting to appear around offline stores</p> <p>13. Promotional content provided by competitors is more and more interesting</p> <p>14. Compete with competitors who use influencer/BA services</p> <p>15. The purchase price of the product that consumers want is greater than the market selling price</p> <p>16. There are government regulations regarding SNI for imported toys which complicate sales</p> <p>17. Policy changes related to sales in e-commerce require adjustments from time to time</p> <p>18. Ratings/ testimonials given by random buyers can influence other consumers' purchasing decisions</p> <p>19. Competition with e-commerce that uses the same supply of goods</p> <p>20. Compete with itinerant children's toy sellers who sell similar items but are cheaper</p>	<p>12. Making promotions on certain days which will become the hallmark of the store, so it doesn't reduce the store's branding even though there are competitors around the store (S7, T12) Market Development</p> <p>13. Try various features on social media and e-commerce, such as live streaming, etc., to attract consumers (S14, T14). Market Development</p> <p>14. Providing friendly service to both good consumers and those who want to drop, and always provide solutions regarding any problems regarding products and techniques (S11, T18)</p>	<p>and the rating decreases (W2, T18). <input type="checkbox"/> Market Development</p>
--	---	--

From the results of the TOWS matrix analysis, it can be seen that two strategies can be implemented, namely, the market development strategy and the product development strategy. The SPACE matrix is analyzed based on financial strength, industrial strength, environmental stability, and competitive advantage factors. SPACE Matrix analysis can be seen as follows:

Table 7: SPACE Matrix Analysis

FINANCIAL STRENGTH – FS		Score
1. Revenue growth		4,0
2. Profit margins		3,0
3. Total assets of the company		2,0
4. Working capital		1,0
		= 10,0
INDUSTRIAL STRENGTH – IS		
1. According to the development of market demand		2,0
2. Broad market share		3,0
3. Available human resources		4,0
4. Product capacity		4,0
		= 13,0

ENVIRONMENTAL STABILITY – ES	
1. Technological change	-4,0
2. Competitive pressure	-1,0
3. Business risk	-1,0
4. Ease of consumer access to the market	-3,0
	= -9,0
COMPETITIVE ADVANTAGE	
1. Product Quality	-4,0
2. Market share	-2,0
3. Technological advantage	-2,0
4. Consumer loyalty	-3,0
5. Control on suppliers	-1,0
	= -12,0
CONCLUSION	<i>Badatancy Toys must carry out an Aggressive Strategy</i>
<i>The average ES is $-9.0/4 = -2.25$</i>	<i>It makes sense to choose market penetration, product development, backward integration, forward integration, horizontal integration, diversification, or a combination strategy, depending on the specific situation faced by the company.</i>
<i>The average IS is $13.0/4 = +3.25$</i>	
<i>The average CA is $-12.0/4 = -2.4$</i>	
<i>The average FS is $10.0/4 = +2.5$</i>	
<i>Coordinate Direction Vector \rightarrow X-axis = $(-2.4) + 3.25$</i>	
<i>= $+0.85$</i>	
<i>\rightarrow Y-axis = $(-2.25) + 2.5 = +0.25$</i>	

The following is the result of the SPACE Matrix in Figure 1.

Figure 1 SPACE Matrix

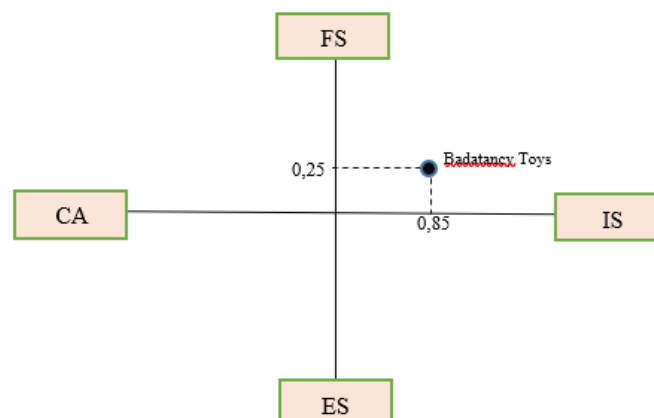
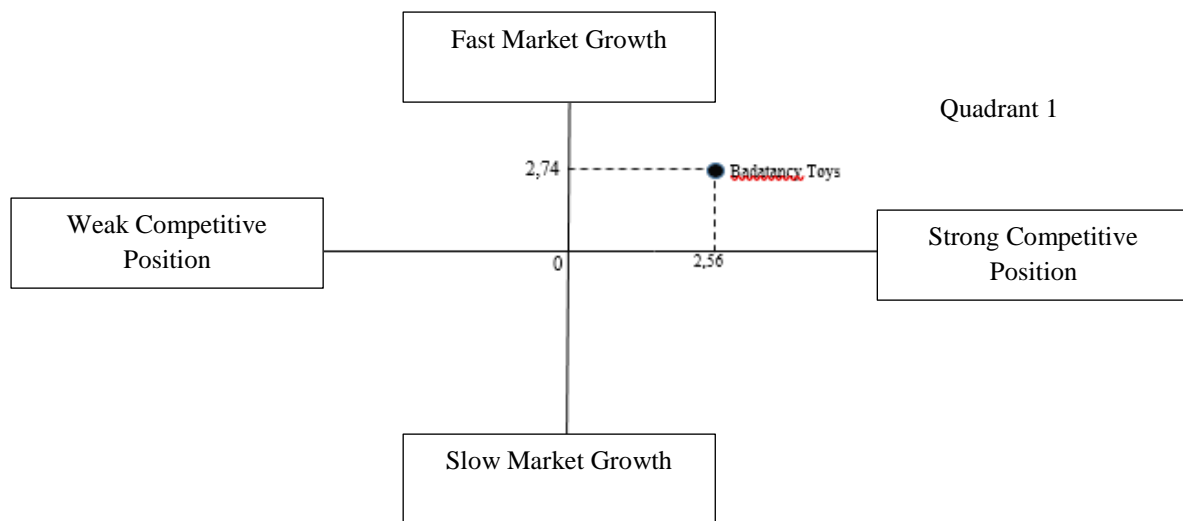


Table 7 and Figure 1 of the Badatancy Toys SPACE Matrix above show that the direction vector coordinates on the x-axis are 0.85 and on the y-axis are 0.25. Thus, it can be seen that the company is in the aggressive quadrant. The company is in an excellent position to use its internal strengths in this quadrant. Suitable strategies include Market penetration, product development, backward integration, forward integration, horizontal integration, diversification, or a combination strategy. Judging from the state of the company, strategies that can be applied are market penetration and product development.

4. Matching Stage with Grand Strategy Analysis

The next step for Badatancy Toys is to use the grand strategy matrix. The grand strategy matrix from Badatancy Toys is as follows:

The results of the analysis of the Grand Strategy Matrix are described in Figure 2.
Figure 2 Grand Strategy Matrix



The results of the Grand Strategy Matrix in Figure 2 indicate that the position occupied by Badatancy Toys is in quadrant I. It means several strategic choices that can be taken by the company, namely market penetration, market development, and product development. The company has opportunities and strengths to take advantage of existing and external opportunities in many fields.

5. Decision-Making Stage

Based on the results at the matching stage using the CPM matrix, TOWS matrix, SPACE matrix, and the Grand Strategy matrix, decisions can be made to be implemented for Badatancy Toys, including: 1) Increase product promotion, 2) Maintain customer service, 3) Expand market share, 4) Develop products, 5) Penetrate the market

E. CONCLUSION

From the internal and External Matrix analysis, it is known that the advantages of Badatancy Toys include: consistent product stocking, growing employee work ethic, innovative and responsive customer service, attention-grabbing product promotions, strategic store locations, and reasonable prices. , services that prioritize quality and hygiene start following technological developments and maintain product quality. External opportunities from the Badatancy Toys business include: increasing population in the market scope, increasing public interest in children's toys, easy access for consumers to buy, there are developments in e-commerce and social media, and toy products that are always innovative

With the Competitive Profile Matrix (CPM), it is known that a strong position to face competitors is by consistently increasing awareness in online media. Apart from that, the company must also maintain excellent service to consumers so that it can make Badatancy Toys' position higher than competitors

Badatancy Toys can use alternative strategies to compete: increasing product promotion, maintaining customer service, expanding market share, developing products, and penetrating the market.

REFERENCES

- David, F. R. (2009). *Strategic Management*.
- Farliana, N., Murniawaty, I., & Munafitri, C. H. (2021). Membangun Kinerja Pemasaran Melalui Orientasi Pasar, Inovasi Produk dan Kapabilitas Pemasaran. *Sains: Jurnal Manajemen Dan Bisnis*, 13(2), 257. <https://doi.org/10.35448/jmb.v13i2.10795>
- Harisudin, M. (2011). Competitive Profile Matrix Sebagai Alat Analisis Strategi Pemasaran Produk Atau Jasa. *Sepa*, 7(2), 80–84.
- Porter, M. E. (1998). *On competition*, Boston : Harvard Business School Publishing Corporation.
- Sulasih. (2019). IMPLEMENTASI MATRIK EFE, MATRIK IFE, MATRIK SWOT DAN QSPM UNTUK MENENTUKAN ALTERNATIF STRATEGI GUNA MENINGKATKAN KEUNGGULAN KOMPETITIF BAGI USAHA PRODUKSI KELOMPOK BURUH PEMBATIK DI KESER NOTOG PATIKRAJA BANYUMAS. *Jurnal E-Bis*, 3(1), 27–40.
- Taufik, M. I., & Suprajang, S. E. (2015). Analisis Threats, Opportunity, Weakness, Strengths (Tows) Sebagai Landasan Dalam Menentukan Strategi Pemasaran Pada Pr. Semanggimas Agung Boyolangu Kabupaten Tulungagung. *Riset Mahasiswa Ekonomi*, 2, 147–168.
- Wardhana, A. (2021). *Analisis Strategi (Space , Bcg , Ie , Gs , Dan Qspm)*. August.
- Yuwono, S., & Ichsan. (2007). *Petunjuk praktis penyusunan Balanced Scorecard, menuju organisasi yang berfokus pada srategi, cetakan kelima*. jakarta: PT Gramedia Pustaka Utama.