

MARKETING STRATEGY TO INCREASE FALSE EYELASH SALES AT PT. SHINHAN CREATINDO IN PURBALINGGA REGENCY

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Abstract

This research aims to analyze and formulate an effective marketing strategy to increase the sales of false eyelashes at PT. Shinhan Creatindo in Purbalingga Regency. The company faces several challenges, including a lack of understanding of customer preferences and fierce market competition. Without a clear understanding of customer desires, marketing efforts are unlikely to succeed. Therefore, it is crucial for the company to develop innovative, targeted marketing strategies that can help it compete with rivals and attract a larger customer base. The study adopts a field research approach, using observation, interviews, and documentation methods. Observation was conducted to directly assess the company's current marketing strategies, while interviews with the production manager provided deeper insights into the strategies in place. Documentation techniques were used to collect relevant data, including company records, reports, and marketing agendas. The SWOT analysis results reveal that PT. Shinhan Creatindo is currently following a stable growth strategy with an $S < 0$ score, suggesting that the company should focus on maintaining steady growth. The internal factors analysis (IFAS) and external factors analysis (EFAS) indicate that positive internal factors outweigh weaknesses, and external opportunities are greater than the threats faced. As a result, the company has the potential to transform its strengths into achievements. The recommended policy is to gradually expand the company's business role, leverage available opportunities, and ensure product quality assurance to improve customer satisfaction.

Keywords: Marketing strategy, Customer preferences, SWOT analysis

Introduction

Purbalingga Regency is located quite far from the capital city of Central Java, yet it is rich in natural resources, particularly in agriculture, manufacturing, handicrafts, processed foods, trade, services, and tourism. On the other hand, there is a large and developing company with various advantages that have reached international markets, earning the nickname "the Global Industrial City." This story highlights how this company has managed to grow, despite being situated far from the economic centers in major cities, and how its environment has positioned itself to create job opportunities.

Syafa & Wahid (2020) explain that PT. Shinhan Creatindo has entered numerous domestic markets, which has led to increasing competition. The rapid advancement of technology and the growing level of competition in the business world present challenges that must be faced by all parties involved, particularly in industries that are closely tied to knowledge, technology, and information mastery.

PT. Shinhan Creatindo is required to work hard in observing and forecasting both the external and internal environmental processes that drive its strengths and weaknesses, while also identifying business opportunities and threats. This requires synchronized coordination to develop an effective marketing strategy that allows the company to compete in promoting its products against competitors in the same industry, despite frequently changing conditions. The approach to solving the right marketing strategy involves analyzing internal strengths and weaknesses, while anticipating external opportunities and threats, which can be done through SWOT analysis, taking into account product quality (Puspasari & Rabia, 2020). In the competitive false eyelash industry, an effective marketing strategy is a key factor in achieving significant sales growth. Although PT. Shinhan Creatindo has already implemented marketing strategies using SWOT analysis as a promotional tool, sales growth has still not been achieved.

Several challenges faced by PT. Shinhan Creatindo in increasing sales include a lack of understanding of customer preferences. The company needs to better understand customer tastes in order to tailor its offerings and promotions accordingly. Without a deep understanding of what customers want and expect, marketing efforts may not be effective. The intense competition faced by PT. Shinhan Creatindo requires a strong and innovative marketing strategy to advance the company and attract customers away from competitors.

In relation to this, the author is interested in conducting research on the marketing strategy to increase false eyelash sales at PT. Shinhan Creatindo in Purbalingga Regency using the SWOT analysis method with the IFAS and EFAS models. This is because SWOT analysis can outline various elements to formulate a sales strategy. This analysis helps identify the right approach to maximize strengths and opportunities, while simultaneously minimizing weaknesses and threats, thereby boosting marketing competitiveness in the false eyelash industry (Sinaga & Derlini, 2017).

The purpose of this research is to implement a marketing strategy to increase false eyelash sales at PT. Shinhan Creatindo in Purbalingga Regency, with the goal of expanding the marketing competitiveness of PT. Shinhan Creatindo. As society grows, consumer desires also evolve, but producers must take steps to promote and stimulate interest in the recommended products.

This research is expected to provide benefits as a process of deepening and applying the knowledge acquired to solve real-world problems, particularly in the field of marketing strategy. The findings of this study will serve as a basis for decision-making regarding the marketing strategies to be implemented and help understand the competitive edge of similar products compared to other companies.

This is in line with research conducted by Musyawarah & Indayanti (2022), which explains that the benefit of the study is to learn and apply marketing strategy methods that can be implemented to understand the competition of similar products. The strategy was also formulated by Musyawarah & Indayanti (2022) in implementing the importance of innovation-based marketing strategies to enhance the competitiveness of companies. This highlights that the use of innovation in marketing strategies significantly influences sales growth and business sustainability, especially for companies facing intense competition.

This finding serves as an important reference for identifying factors that can improve the effectiveness of marketing strategies and the competitiveness of products. Based on this explanation, marketing strategy is a planned approach carried out by a company to achieve marketing goals (Darsana, et al., 2023).

Literature Review

Definition of Marketing

Fadilah (2020) explains that marketing is a process of planning and executing pricing, promotion, and distribution strategies for various ideas, goods, and services in a way that facilitates exchanges which can satisfy both individuals and organizations. Below are several definitions of marketing:

Marketing is a business activity carried out by individuals or groups of individuals to meet the needs of consumers and society (Atikah & Moeliono, 2021). Kotler and Keller (2016) define marketing as a series of activities carried out by organizations to create, communicate, deliver, and exchange offers that hold high value for clients and the broader society.

According to the American Marketing Association (AMA) in Kotler and Keller (2016), marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and managing customer relationships in ways that benefit the organization and its stakeholders. Limakrisna and Purba (2017) explain that marketing is one of the activities in the economy that helps create economic value. This economic value determines the price and service. The factors that contribute to creating this value are production, marketing, and economics. Marketing acts as a link between production and consumption activities.

Marketing Mix Theory

The marketing mix is one of the key factors that can be utilized by companies or entrepreneurs to achieve a consistent market share in line with expectations. The marketing mix consists of the "four Ps": Product, Price, Place, and Promotion. This represents a marketing strategy that essentially requires a deep understanding from the company in order to combine these factors effectively and maximize the success of marketing activities (Hidayah, Ariefiantoro, & Nugroho, 2021) SWOT Analysis

SWOT analysis is widely used by companies to assess their business approaches, especially in the context of the free trade era of the 21st century, where everything is interconnected. This practice has been in place for thousands of years in a simple form, and its purpose is to formulate strategies to win business competition, based on the concepts of cooperation and competition.

The SWOT analysis method is used to evaluate strengths, weaknesses, opportunities, and threats within a business context. These four factors form the acronym SWOT, which stands for internal environment Strengths and Weaknesses, as well as external environment Opportunities and Threats faced by businesses globally (Mashuri & Nurjannah, 2020).

This is also similar to the research formulated by Wahyudin et al. (2024), which states that SWOT analysis consists of four components: strengths, weaknesses, opportunities, and threats. Each of these factors is defined as follows: strengths identify competitive advantages and unique resources of the company, weaknesses identify areas that need improvement or development, opportunities identify market opportunities that can be leveraged, and threats identify potential external threats.

Research Method

This research was conducted at PT. Shinhan Creatindo, located in Purbalingga Regency. Field Research Methods is Observation, interview and documentation. The observation technique involves direct observation by the researcher to collect data at the research site. This method is used to understand the marketing strategy for false eyelash sales. The interview technique involves a question-and-answer conversation conducted between the researcher and the company representatives to obtain the desired information. In this case, the researcher did not interview the company owner directly but instead interviewed the production manager, Mrs. Dwi. This method is used to gather information on the marketing strategy for false eyelash sales. The documentation technique involves using various methods to gather data, such as records, photos, reports, or marketing agendas related to sales at PT. Shinhan Creatindo. With this technique, the researcher can learn about the marketing strategies for false eyelash sales and obtain the necessary information

Results and Discussion

Determining the IFAS and EFAS Matrices

Table. 1 Internal Strategy Factors

Internal Strategy Factors	Rating				Weight	Score
	1	2	3	4		
Strengths						
1. Work principles that align with the business.			√		3	0,09
2. Employees who are well acquainted with each other.			√		3	0,09
3. Company known by customers.				√	4	0,11
4. Bureaucratic system.			√		3	0,09
5. Understanding customer needs			√		3	0,09
6. Offering quality products at affordable prices				√	4	0,11
7. Efforts to introduce new products			√		3	0,09
Skor Total					23	0,67
Weaknesses						
1. Underutilization of the website for promotion.		√			2	0,06
2. Limited marketing personnel.		√			2	0,06
3. Lack of a suitable HR development pattern.	√				1	0,03
4. Presence of defective products.	√				1	0,03
5. Lack of employee SOPs	√				1	0,03
6. Machinery has not been repaired		√			2	0,06
7. No maintenance personnel.		√			2	0,06
Sub total					11	0,33
Total					34	1,00

SWOT Analysis for Enhancing Competitiveness Weight and Rating Calculation

The determination of weights is based on a scale of 0-1, which reflects the strengths, weaknesses, opportunities, and threats, as identified through interviews with the production manager at PT. Shinhan Creatindo. Ratings are given on a scale of 1-4, where a rating of 1 indicates that the company has more

weaknesses compared to its main competitors, as shown in Table 1. Conversely, the closer the rating is to 4, the more strengths the company has relative to its weaknesses. The total weight and score are calculated by summing the strengths and weaknesses, as well as the opportunities and threats (Zakiah, et al., 2022).

Based on the assigned weights and ratings for internal and external factors at PT. Shinhan Creatindo in Table 1, the next step is to perform the calculation of the values for the weights and ratings, as shown in Tables 2 and 3 below:

Table. 2 IFAS Calculation

Internal Strategic Factors	Weight	Rating	Weight x Rating	Comments
Strengths				
1. Company recognized by customers.	0,09	3	0,27	There are many long-standing players in the market.
2. Employees are well-acquainted with each other.	0,09	3	0,27	Quality products are a result of teamwork.
3. Work principles align with business.	0,09	3	0,27	The attitude of honesty toward customers has not yet been instilled.
4. Low prices but high quality.	0,11	4	0,44	A distinguishing feature of the false eyelash company.
5. Simplified bureaucratic processes.	0,11	4	0,44	Facilitates communication between departments.
6. Easily adapts to customer preferences.	0,09	3	0,27	A good concept that is capable of understanding customer expectations.
7. Introduces new product types.	0,09	3	0,27	Provides information to customers.
Sub Total	0,67		2,23	
Weaknesses				
1. No established employee work standards.	0,03	1	0,03	Attendance is done manually.
2. Website usage for promotion is suboptimal.	0,06	2	0,12	Difficulties in accessibility.
3. Rare maintenance of machines.	0,06	2	0,12	Maintenance is only done when there is a serious problem.
4. No dedicated employee for machine maintenance.	0,06	2	0,12	Many tools are not in good condition.
5. Low quality of human resources (HR).	0,03	1	0,03	Needs training process for new employees.
6. Production defects still occur.	0,06	2	0,12	Defect rate reaches 10%-20%.
7. Lack of direct sales personnel.	0,03	1	0,03	Many customers are turning away from the product.
Sub Total	0,33		0,57	
Total	1,00		2,80	

The calculation for external factors (EFAS) can be done by using the internal factors matrix (IFAS), but replacing strengths with opportunities and weaknesses with threats. The EFAS results are shown in the following table:

Table. 3 EFAS Calculation

Internal Strategic Factors	Weight	Rating	Weight x Rating	Comments
1. The company's position is important.	0,11	4	0,44	Needs to maintain a good reputation.
2. No substitute products available.	0,09	3	0,27	Focus on one field.
3. Development of advancing companies.	0,09	3	0,27	Increasing demand.
4. The market for false eyelashes has potential.	0,11	4	0,44	Many entrepreneurs are eyeing the sales of this product.
5. Supplier raw materials are of good quality.	0,11	4	0,44	Availability of raw materials.
6. False eyelash production is used as a promotional tool.	0,11	4	0,44	Frequently used for promotions.
7. The company has loyal customers.	0,11	4	0,44	Government and educational institutions.
Sub Total	0,73		2,74	
Threats				
1. Lack of consumer knowledge about the services offered.	0,33	1	0,03	Provides customer service.
2. Difficult to differentiate the products produced.	0,03	1	0,03	Similar products.
3. Fixed costs of the company are increasing.	0,06	2	0,12	Positive development.
4. More local competitors.	0,03	1	0,03	Growing number of competitors.
5. Fluctuating prices for false eyelashes.	0,03	1	0,03	Customers prefer lower prices.
6. Government policies do not limit new entrants.	0,06	2	0,12	Product quality protection.
7. Customers can change their preferences.	0,03	1	0,03	Customers like lower prices.
Sub Total	0,27		0,39	
Total	1,00		3,13	

Strategy Formulation

From the explanation in Tables 2 and 3 regarding the internal and external factors, the strengths, weaknesses, opportunities, and threats facing the company can be identified. The SWOT analysis can be used to determine the marketing strategy of PT. Shinhan Creatindo by leveraging market opportunities, particularly during the Covid-19 pandemic, which has significantly impacted sales. Based on the SWOT matrix, strategies have been formulated to maximize the company's competitive advantage.

Table 4 SWOT Matrix of PT. Shinhan Creatindo

Strengths (S)		Weaknesses (W)
IFAS	<ol style="list-style-type: none"> 1. Introducing new product types. 2. Maintaining quality by emphasizing cost efficiency. 3. Easily adapting to customer desires. 4. A company that is well-known to customers. 5. Simple bureaucracy system. 	<ol style="list-style-type: none"> 1. Low quality of human resources (HR). 2. Ineffective use of the website for promotion. 3. Lack of sales staff. 4. Rarely performing machine maintenance. 5. Many defective products in production. 6. No standardized work processes for employees.
EFAS		
Opportunities (O) <ol style="list-style-type: none"> 1. The company has loyal customers. 2. Good quality raw materials from suppliers. 3. The company is growing rapidly. 4. The company holds an important position for suppliers. 5. The fake eyelash market has potential customers. 	SO Strategies <ol style="list-style-type: none"> 1. Develop the company's production capacity by leveraging team cooperation and the company's experience in capturing potential markets. (Formulation: S1, S2 – O1) 2. Rely on teamwork to deliver the best product quality for customers. (Formulation: S1, S2 – O2) 3. Implement an all-out promotion to attract customers. (Formulation: S7 – O6) 	WO Strategies <ol style="list-style-type: none"> 1. Recruit employees in the printing sector to produce affordable products that meet consumer desires. (Formulation: W4 – O1, O2) 2. Develop promotional activities by offering discounts to loyal customers. (Formulation: W3 – O1, O2) 3. Regular machine maintenance strategy to maintain quality. (Formulation: W5, W6 – O1, O2)
Treaths (T) <ol style="list-style-type: none"> 1. The increasing number of local competitors. 2. Fluctuating raw material prices for fake eyelashes. 3. Difficulty in creating product differentiation. 4. Government policies not restricting new entrants. 5. Lack of consumer knowledge about the services offered. 	ST Strategies <ol style="list-style-type: none"> 1. Utilize teamwork to produce higher-quality products. (Formulation: S1, S2 – T1) 2. Develop a fake eyelash sales strategy to anticipate price increases. (Formulation: S6 – T4) 3. Ensure the quality of raw materials for fake eyelash sales, guaranteeing perfect results. (Formulation: S1, S2, S7 – T3) 	WT Strategies <ol style="list-style-type: none"> 1. Maximize the use of the company website. (Formulation: W1 – T7) 2. Highlight defective products to offer lower product prices. (Formulation: W2 – T3) 3. Increase the number of marketing employees who directly approach customers. (Formulation: W3 – T7)

From Table 4, the SO strategy is one that should utilize strengths while simultaneously taking advantage of available opportunities. The WO strategy aims to reduce existing weaknesses while also capitalizing on available opportunities. The ST strategy focuses on leveraging strengths to overcome potential threats. Finally, the WT strategy is designed to address barriers and minimize the impact of existing threats (Salim & Siswanto, 2019).

After conducting the SWOT analysis, PT. Shinhan Creatindo has an S score of <0, indicating a stable growth strategy. A stable growth strategy is a strategy aimed at maintaining existing growth (stable increases, without decline) (Yunita, 2024). Based on Table 4, the internal and external factors are positive, suggesting that PT. Shinhan Creatindo is relatively stronger compared to its weaknesses. On the other hand, the current environment poses greater challenges than threats. Therefore, PT. Shinhan Creatindo has the ability to turn potential into achievements.

The strategic direction is to enhance and expand PT. Shinhan Creatindo's role while simultaneously broadening its involvement and benefits from various opportunities. This policy direction is based on a stable growth strategy, which can be seen in Table 4 with strategy choices based on the stable growth approach. The recommended strategy is to gradually increase involvement in business activities according to priorities, take advantage of opportunities, and provide service guarantees on product quality to ensure customer satisfaction.

In the IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) study, the focus is on the company's internal strengths and weaknesses, as well as external opportunities and threats, to formulate a strategy.

In the study by Syafa & Wahid (2020), the emphasis is on designing strategies that are relevant to both market conditions and the company's internal needs. PT. Shinhan Creatindo has used this analysis to determine a stable growth strategy, aiming to focus on improving internal weaknesses and capitalizing on external opportunities.

Conclusion

In its operational activities, PT. Shinhan Creatindo has implemented an effective sales marketing strategy to enhance competitiveness in the market. To support this, the SWOT analysis method can be used as an evaluation tool.

Based on the analysis of internal (IFAS) and external (EFAS) strategic factors, it was found that PT. Shinhan Creatindo has more strengths than weaknesses when determining marketing strategies aimed at increasing competitiveness. Furthermore, the analysis of opportunities and threats shows a higher opportunity score compared to the threat score. This identifies that PT. Shinhan Creatindo has significant potential opportunities that can be leveraged, although attention must still be paid to potential threats that may arise.

Based on the SWOT analysis, one of the strategies that can compete in determining a competitive strategy for PT. Shinhan Creatindo is the stable growth strategy. This strategy refers to future development, where PT. Shinhan Creatindo can adopt a gradual growth approach. The development steps are designed according to the priorities that have been established.

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