

Analysis of marketing strategies to maximize product sales at "Won.dis Cokelat"

Nurul Latifah¹, Nurul Hidayah^{1*}

¹Food Technology Study Program, Faculty of Industrial Technology, Universitas Ahmad Dahlan, Jl. Ringroad Selatan, Tamanan, Banguntapan, Bantul, Special Region of Yogyakarta, Indonesia

**Corresponding author: nurulhidayah@tp.uad.ac.id*

ABSTRACT

As time progresses, the structure within a business entity changes. Intense competition and business development are factors contributing to these changes. Consequently, each business entity formulates strategies to enhance sales in the competitive market. In this specific practical work, we analyzed the marketing strategy at Won.dis Chocolate to understand how their marketing approach contributes to increased product sales. Data collection techniques employed in this study included qualitative methods such as observation, participation, interviews, literature review, and questionnaires. The data analysis methods included the IFE (Internal Factor Evaluation) matrix, EFE matrix (External Factor Evaluation), SWOT Cartesian diagram analysis, and SWOT matrix. The analysis and observations yielded three key findings. Firstly, Won.dis Chocolate boasts two significant strengths: innovation in new product development and possessing product legitimacy, including halal certification from MUI and intellectual property rights registration. However, its most significant weakness lies in its less strategic location and limited production machine capacity. Secondly, the major opportunity for Won.dis Chocolate lies in its strong relationships with content creators and several universities, while a potential threat is posed by competitors with more strategic locations. Thirdly, Won.dis Chocolate is positioned to pursue both "Grow" and "Build" strategies.

Keywords: SWOT analysis, IFE and EFE matrices, Won.dis Chocolate

INTRODUCTION

Won.dis Chocolate is a Micro, Small, and Medium Enterprise (UMKM) specializing in chocolate processing and other food products. It is located in Kalibawang, Kulon Progo, Yogyakarta. In its business operations, Won.dis Coklat strongly emphasizes maintaining a positive UMKM image and aspires to become a leading business unit in its sector. Intense competition within the business sector has led to decreased market share and uneven product marketing. Therefore, UMKM must develop effective marketing strategies by leveraging its strengths and opportunities. Additionally, the company must anticipate competitors' actions and potential threats. UMKM is influenced by various changes arising from both internal and external environments. Environmental changes are unpredictable and challenging to forecast. These changes can have negative, disruptive effects on UMKM and positive effects that support their sustainability and growth (Saidani & Ramadhan, 2013).

Marketing management strategies to address changes in the external and internal environment can be assessed by examining the business unit's strengths, weaknesses, opportunities, and threats. SWOT analysis is a valuable tool to overcome challenges in marketing management. SWOT analysis involves two stages: evaluating the external environment to identify threats and opportunities faced by business operators and assessing the internal environment to identify the strengths and weaknesses of the business operator. By conducting a SWOT analysis and understanding both external and internal factors, businesses can establish a solid foundation for determining their marketing strategies.

RESEARCH METHODS

Time and Place

1. Time

Practical work was conducted for one month, from November 19th to December 19th, 2021. Practical work activities were scheduled from Friday to Tuesday, with working hours from 09:00 to 16:00 WIB

2. Place

The practical work took place at Won.dis Cokelat, situated in Salakmalang, Banjarharjo, Kalibawang, Kulon Progo, Yogyakarta.

Method of Collecting Data

The data collection methods used in the analysis were as follows:

1. Observation

The observation method involved looking, observing, and directly analyzing the conditions surrounding Won.dis Cokelat.

2. Participation

Participation included actively engaging in all series of activities at Won.dis Chocolate, following the permissions and directions of the field supervisor. These activities encompassed production, packaging, and marketing activities.

3. Interview

Interviews were conducted by asking verbal questions to key individuals such as Mrs. Dwi Martuti Rahayu (the owner of Won.dis Cokelat), the Won.dis Cokelat administrative team, the Won.dis Cokelat shopkeeper staff, and Mr. Dalijo (the owner of the cocoa plantation, which is the primary ingredient supplier for Won.dis Cokelat). This technique aimed to gather data about the company's profile and general description, including its history, development, production processes, marketing management, production costs, cocoa plants, post-harvest processing of cocoa fruit, and cocoa plant care.

4. Literature Review

The literature study involved reviewing theoretical information, references, and other scientific literature related to the topic of discussion (Tannady, 2017). This method included seeking information from books, journals, articles, and other sources concerning SWOT analysis, IFE, and EFE analysis and theories related to the discussion topic.

5. Documentation

Documentation served to complement obtained information and provide visual proof through photographic evidence. It involved photographing each activity conducted during the practical work, aiming to complete attachments for the final report.

6. Questionnaire

The questionnaire method involved collecting data by posing questions to respondents for their responses. The questionnaire was distributed to obtain ratings for Won.dis Cokelat's strengths, weaknesses, opportunities, and threats. Respondents included five people, comprising two staff members at Won.dis Chocolate and three visitors and students who had participated in practical work at Won.dis Chocolate. The questionnaire included a list of questions, as shown in Table 1.

Table 1. Type of the questionnaire used in this study.

No	Factors	Ratings/evaluations			
		1	2	3	4
1.	Many unique chocolate flavors.				
2.	Are there any new product innovations?				
3.	Friendly and good service to consumers.				
4.	Halal certified and registered with IPR.				
5.	Easy purchases can be made online via (<i>Instagram, Facebook, Shopee, and Lazada</i>).				
6.	Affordable prices.				
7.	Machines and tools used in simple production processes.				
8.	Is there a convenient and attractive Won.dis shop?				
9.	Won.dis Cokelat's location is less strategic.				
10.	Is there an incomplete bookkeeping of sales?				
11.	Is your production schedule irregular?				
12.	Lack of human resources in the production department.				

No	Factors	Ratings/evaluations			
		1	2	3	4
13.	Limited production machine capacity. (The only home industry that produces chocolate is Kalibawang, Kulonprogo).				
14.	The location is close to several tourist attractions.				
15.	Have a good relationship with various content creators and universities.				
16.	Have a positive image and good reputation among the public and consumers.				
17.	Are raw materials easy to get?				
18.	Promote local products.				
19.	Are there ups and downs in people's purchasing power?				
20.	There are similar competitors.				
21.	Competitor technology is more developed.				
22.	Is the location of the competitor more strategic?				

Data Analysis Method

The data analysis utilized in this study includes the following methodologies:

1. IFE Matrix

The IFE matrix serves as a strategic formulation tool employed to condense and assess the principal strengths and weaknesses within various functional areas of a business. It provides a foundation for recognizing and evaluating relationships between these areas (David, 2006).

2. EFE Matrix

The EFE matrix is employed to identify significant external factors relating to opportunities and threats for a company. External data encompassing economic, social, cultural, demographic, environmental, political, governmental, legal, technological, and competitive aspects is gathered to conduct the analysis (David, 2006). The process of identifying internal and external environmental factors in the IFE and EFE matrices consists of the following stages:

a. Identify the company's internal and external factors

Internal factors are identified by listing all the strengths and weaknesses of the company. External factors are identified by listing the company's opportunities and threats.

b. Giving weight to each factor

Each factor is assigned a weight on a scale from 1 (not important) to 3 (very important). These weights indicate the relative significance of each factor to the company's success within the industry. The sum of all internal factor weights should total 1.0, as well as external factors.

c. Giving ratings

Ratings or rankings are determined based on the appropriateness of internal and external conditions within the company. A rating value ranging from 1 (disagree) to 4 (strongly agree) is assigned based on whether these conditions align with the company's operations. If conditions align, a high rating is assigned; if not, a low rating is given. Ratings are assigned by individuals familiar with Won.dis Cokelat, such as staff and visitors. The rating used for calculations for each factor is the average rating provided by respondents.

d. Multiplication of weight and rating values

The weighted value of each factor is determined by multiplying the weight assigned to it by the corresponding rating. These weighted values for each factor are then summed to obtain the total weighted value.

3. Internal External (IE) Matrix

The IE (Internal-External) Matrix is a strategic tool used to determine a company's position, represented within nine cells. The IE matrix is built upon the total IFE weight score.

4. SWOT Matrix

The SWOT matrix is a versatile tool employed to develop a company strategy by considering various factors. This matrix can be adjusted to account for the company's strengths and weaknesses.

RESULT AND DISCUSSION

Marketing Mix at Won.dis Chocolate

Based on the results of observations, interviews with Mrs. Dwi Martuti Rahayu (the owner of Won.dis Cokelat), interviews with Mr. Dalijo (a cocoa farmer who supplies raw materials to Won.dis Cokelat), and the questionnaire responses from staff and visitors at Won.dis Cokelat, the marketing mix for Won.dis Chocolate is as follows:

1. Products

- a. Using high-quality raw materials, with cocoa beans that are large, undamaged, and free from pest-related damage.
- b. Innovating by incorporating gotu kola leaves into chocolate products. Gotu kola leaves are known for their antioxidant, antibacterial, memory-enhancing, anti-inflammatory, and calming properties, as recognized by (BPOM RI, 2010) and various studies (Orhan, 2012; Rahman et al., 2013).
- c. Offering a variety of chocolate flavors and non-chocolate products such as "kakaonut" granola and "cacaotih" herbal drinks made from cocoa bean waste.

2. Price

- a. 25g flavored chocolate products are priced at IDR 10,000.00.
- b. 80g chocolate products with various flavors (milk and dark) are priced at IDR 45,000.00.
- c. Centella Asiatica, containing 15 seeds per piece, is priced at IDR 35,000.00.
- d. Gotu kola chocolate, containing 9 seeds per piece, is priced at IDR 20,000.00.
- e. Kakaonut" granola is priced at IDR 35,000.00.
- f. Cacaotih" is priced at IDR 15,000.00.

3. Promotion

- a. Online promotion through Won.dis Chocolate's Instagram and Facebook accounts.
- b. Direct promotion to shop visitors and tourists, including introducing the production process and providing product samples for tasting.

4. Place

- a. Won.dis Coklat is located in Salakmalang, Banjarharjo, Kalibawang, Kulon Progo, Yogyakarta 55672.
- b. The location is in a serene village with easy road access, making it accessible for visitors.
- c. Proximity to tourist attractions and picturesque rice fields, offering a rustic ambiance.

5. People

Friendly and efficient customer service.

6. Process

- a. Products can be purchased on-site or online via Shopee, Facebook, Instagram, and Lazada.
- b. On-site purchases can be made with direct payment or QRIS.
- c. Direct shop orders are available at the Won.dis shop.
- d. Sales are facilitated through resellers, in-store displays, and participation in various exhibition events.

7. Physical Appearance (Physical Evidence)

- a. Gotu Kola chocolate features a unique flower shape.
- b. Chocolate packaging maintains a high-quality appearance comparable to products from larger companies.
- c. The Won.dis shop boasts an interior design reminiscent of a traditional house.

8. Business Environment Analysis

Based on field observations and interviews with Dwi Martuti Rahayu, the owner of Won.dis Chocolate in Kalibawang, Kulon Progo, Table 2. presents the identification of internal and external factors.

Table 2. The results of identifying internal and external factors at Won.dis Chocolate.

Internal factors	External Factors
<p>Strength:</p> <ol style="list-style-type: none"> 1. Many unique flavors and types of chocolate are sold. Won.dis Chocolate produces many unique chocolate flavors, including chili, ant sugar, green tea, peanut, coffee, durian, gotu kola, and there are also types of chocolate bar, dark, and milk. 2. There are innovations in products. Won.dis Cokelat has made an innovation that is characteristic of Won.dis Cokelat, adding gotu kola powder to chocolate, where gotu kola has many health benefits. 3. Friendly and good service to consumers. The friendly and good service at Won.dis Cokelat can be seen from the large number of consumers who come back to shop at Won.dis and the existence of several consumer testimonials that state that "services such as product delivery at Won.dis are very well cared for where the product reaches its destination well, no matter what." damaged or melted." 4. Has legality, halal certification from MUI, and is registered with IPR. From the results of the interview, the owner of Won.dis Coklat said that Won.dis products were certified halal from the MUI and registered with HKI. This can also be proven by the existence of a halal label and P-IRT on Won.dis Chocolate product packaging. 5. Purchases can be made online via <i>Instagram, Facebook, and Shopee</i>. Won.dis Chocolate serves online purchases via <i>Instagram</i> (wondiscokelat), <i>Facebook</i> (won.dis), and <i>Shopee</i> (wondisofficial). 6. The machine or tool used is simple. The machine used by Won.dis Cokelat has a small size/capacity, so it does not take up a lot of space, and from the results of interviews with the owner of Won.dis Cokelat, Won.dis Cokelat has a grinder tool that can shorten the process, where the process of smoothing the paste and chopping can be done on one tool, thus simplifying the machine. 7. Affordable prices. 8. There is a Won.dis shop as a place to relax with typical rural views, thus attracting consumers to visit Won.dis Chocolate. From observations, it is known that there 	<p>Opportunities:</p> <ol style="list-style-type: none"> 1. The only home industry that produces chocolate in Kalibawang, Kulon Progo. From the results of observations when participating in the incised festival activities from Kalibawang District, which opened a chocolate product stand only Won.dis Chocolate. There was a review in an article submitted by the Secretary of the Ngudi Rejeki Farmers Group, Kalibawang in 2019 stated that "in Kalibawang which is the center of cocoa crops, there is only one production house that is capable of processing cocoa into a variety of processed products," what is meant in this case is Won.dis Chocolate. 2. It is quite close to several tourist attractions. Kulon Progo is one of the regencies west of Yogyakarta, which has the charm of attracting the attention of many tourists, ranging from religious tourism, mountain nature tourism, beach tourism, historical tourism, and others. Several tours are located in the Kalibawang District area and close to Won.dis Chocolate, namely <i>Sendangsono, Goa Maria, Makam Nyi Ageng Serang, Embung Banjaroya Kalibawang, Desa Wisata Banjaroya</i>, and many more. 3. Good relations with several content creators and universities as a place for research and practical work. Good relations with content creators can be seen several times at Won.dis Chocolate that video is taken by content creators, one of which is <i>Agribusiness Inspiration</i>, Won.dis Chocolate also has good relations with several universities where there are frequent visits from lecturers from several universities and are also used as internship/research place for UGM, UAD, UNDIP students, and many more. 4. Positive image and good reputation from the public and consumers. A positive image of the community can be shown by having a good relationship with the community, the absence of waste that disturbs the surrounding community, being able to promote local products, and having received the <i>Adhikarya Pangan Nusantara</i> award at the presidential palace. At the same time, the positive

Internal factors	External Factors
<p>is a Won.dis shop that has several facilities, such as a children's studio and a therapeutic fish pond, which can be used as a place for visitors to relax.</p>	<p>image of consumers is in the form of many positive testimonials.</p> <ol style="list-style-type: none"> 5. Raw materials are easy to get. Won.dis Chocolate uses cacao as raw material from the cultivation of Salakmalang residents. Based on observations, the Salakmalang area has quite abundant cocoa plants. 6. Raising local products. The product offered at Won.dis Chocolate is a product that utilizes the village's potential, namely cocoa pods, as a raw material. There is a sense of pride when consumers try local products in Salakmalang. Consumers feel they have contributed to supporting local products by shopping at Won.dis Chocolate.
<p>Weaknesses:</p> <ol style="list-style-type: none"> 1. Location is less strategic. Won.dis Coklat is located in Salakmalang, Banjarharjo, Kalibawang, Kulon Progo, Yogyakarta, which is a rural area. From Won.dis's observations, chocolate is quite far from public facilities such as public transportation, shopping centers, and places that help Won.dis develop its products, such as sticker printing places, etc. 2. There is incomplete sales bookkeeping. Based on the results of interviews with the owner of Won.dis Chocolate, it is true that there will be additional human resources in the sales management section in the near future, so sales data is indeed incomplete from the start of Won.dis and has not been combined in one file. 3. Irregular production schedule. Based on observations and interviews, Won.dis Chocolate production at Won.dis is not scheduled regularly. Sometimes Won.dis Chocolate produces when product stocks are low, so it is difficult to meet consumer demand. 4. Lack of human resources in production. From the results of observations, it was observed that HR in the production section needs to be added. Sometimes, there is a production shortage when there are many consumer requests. Still, from the results of interviews with the owner of Won.dis during COVID-19, there was a reduction in human resources in the 	<p>Threats:</p> <ol style="list-style-type: none"> 1. The rise and fall of people's purchasing power. People's purchasing power is not always stable; sometimes, it increases and decreases. Product prices will also increase when people's purchasing power increases while product stocks are static. In contrast, a decrease in people's purchasing power can clearly impact declining business profits. Therefore, the rise and fall of people's purchasing power is one of the threats that must be watched at any time. 2. There are similar competitors. Chocolate "Makaryo" is a household-scale family company that produces chocolate candy in Wates, Kulonprogo. One of the reasons behind the establishment of "Makaryo" chocolate is to optimize the processing of cocoa fruit, one of the abundant agricultural products of Kulon Progo Regency. Apart from cocoa fruit, there is also ant sugar, an abundant local resource. Therefore, "Makaryo" chocolate combines these two ingredients into a delicious product with high selling value, namely ant sugar chocolate. With this kind of business, "Makaryo" chocolate can be considered a threat to Won.dis Chocolate. 3. Competitor technology is more developed. Apart from "Makaryo" chocolate, there are also several chocolate businesses in Yogyakarta that have more developed technology, one of which is "Monggo" chocolate, which can be seen from the types of chocolate

Internal factors	External Factors
production section due to low consumer demand.	produced and which have entered into large-scale businesses.
5. Limited production machine capacity. A simple machine has limited capacity in the tools used by Won.dis Chocolate, which makes the production time and amount less than optimal.	4. The location of competitors is more strategic. Chocolate "Makaryo" is located on Jl. Brigadier General Katamso, Gadingan, Wates, Kulon Progo, Yogyakarta is located in an area that can be considered more strategic (more urban, easy to find for consumers, quite close to public facilities).

9. IFE and EFE Matrix Analysis

According to Santoso (2013), the IFE (Internal Factor Evaluation) matrix is a strategy formulation tool used to summarize and evaluate the main strengths and weaknesses in business functional areas. It serves as a basis for identifying and evaluating relationships between these areas. Intuitive assessment is employed in developing the internal factor evaluation matrix, so its scientific appearance should not be interpreted as evidence that the technique is without gaps. A thorough understanding of the factors involved is more important than numbers. Santoso (2013) also states that the EFE (External Factor Evaluation) matrix allows strategists to summarize and evaluate socioeconomic, cultural, demographic, environmental, political, governmental, legal, technological, and economic information.

After identifying the internal and external factors, the next step is to determine the influence of each factor on the company's survival. The models used for this purpose are the internal strategic factor matrix (IFE) and the external strategic factor matrix (EFE). The internal strategy matrix table (IFE) for Won.dis Chocolate can be found in Table 3.

Table 3. IFE matrix analysis on Won.dis Chocolate.

No	Internal factors	Weight	Ratings	Score
Strength				
1	Many unique flavors and types of chocolate are sold.	0.06	4	0.26
2	There are innovations in products.	0.10	4	0.39
3	Good service and friendly towards consumers.	0.10	3	0.29
4	Have legality, halal certified from MUI, and registered in HKI.	0.10	4	0.39
5	Purchases can be made online (<i>Instagram, Facebook, Shopee</i>)	0.06	3	0.19
6	The machines or tools used are simple.	0.06	3	0.19
7	Affordable prices	0.10	3	0.29
8	There is a Won.dis shop as a place to relax, thus attracting consumers to visit Won.dis Cokelat.	0.06	4	0.19
Sub-Total		0.65		2,19
Weakness				
1	Location is less strategic.	0.10	2	0.19
2	Sales bookkeeping is incomplete.	0.06	2	0.13
3	Irregular production schedule.	0.06	2	0.13
4	Production machine capacity is limited.	0.06	3	0.19
5	Lack of human resources in production.	0.06	2	0.13
Sub-Total		0.35		0.77
Total		1.00		2,968

Based on the analysis of the calculation results, two internal factors are strengths for Won.dis Cokelat. These factors are new product innovation, product legality, halal certification from MUI, and being registered with IPR. The total average value for each of these two factors is 0.39. New product innovation is considered important and significantly impacts the business because it distinguishes Won.dis products from those of other industries. Product legality, halal

certification, and registration with IPR are also crucial strength factors for the industry, as many consumers seek products guaranteed to be halal, and the registration of the Won.dis brand in IPR signifies ownership by Won.dis.

The factors that represent the biggest weaknesses for Won.dis Cokelat are its less strategic location and limited production machine capacity, with a total value of 0.19. A less strategic location, characterized by distance from urban areas, public facilities, and places that can support the business (such as sticker printing facilities and shopping centers), can lead to challenges such as limited consumer recognition, increased transportation costs, difficulties in sourcing supporting materials, and hindrances in the marketing process. Limited production machine capacity can pose difficulties when required to produce in large quantities due to rising consumer demand. The results of the EFE matrix analysis for Won.dis Chocolate can be found in Table 4.

Table 4. EFE Matrix Analysis on Won.dis Chocolate.

No	External Factors	Weight	Ratings	Score
Opportunity				
1	The only home industry that produces chocolate in Kalibawang, District Kulonprogo Regency.	0.13	3	0.38
2	It is quite close to several tourist attractions.	0.08	4	0.33
3	Good relationship with several content creators and universities as a place for research, practical work, etc.	0.13	4	0.50
4	Positive image and good reputation from society and consumers.	0.13	3	0.38
5	Raw materials are easy to get.	0.08	3	0.25
6	Promote local products.	0.08	4	0.33
Sub-Total		0.63		2,17
Threats				
1	The rise and fall of people's purchasing power	0.08	3	0.25
2	There are similar competitors.	0.08	3	0.25
3	Competitors' technology is more developed.	0.08	3	0.25
4	The location of competitors is more strategic	0.13	3	0.38
Sub-Total		0.38		1.13
Total		1.00		3,29

Based on the calculation results from the EFE table analysis above, the external factor with the highest opportunity for Won.dis Cokelat has a strong relationship with content creators, including Agribusiness Inspiration and several universities, which scored 0.50. These positive relationships with content creators and universities are valuable opportunities for Won.dis Cokelat as they indirectly contribute to promoting its products, introducing the brand to a broader audience, providing research reports or internship results for Won.dis Chocolate's improvement, and more.

On the other hand, the external factor that poses a threat to Won.dis Chocolate is the more strategic location of its competitors, which received a score of 0.38. Competitors with better locations, such as proximity to cities, public facilities, and shopping centers, enjoy advantages in marketing and easier accessibility for consumers. Overall, these external factors should be considered in Won.dis Chocolate's strategic planning to leverage opportunities and address potential threats in the market.

10. SWOT Analysis Cartesian Diagram

Based on the structured matrix of internal and external factors, the internal and external factor scores obtained were Strength 2.19, Weakness 0.77, Opportunity 2.17, and Threats 1.13. Then do the calculations to determine the point value x and point y value, the point value x obtained results ($x = (SW)/2 = (2.19 - 0.77)/2 = 0.71$), the point value y obtained results ($y = (OT)/2 = (2.17 - 1.13)/2 = 0.52$). The results of the score calculation are depicted in a Cartesian diagram, which can be seen in Figure 1.

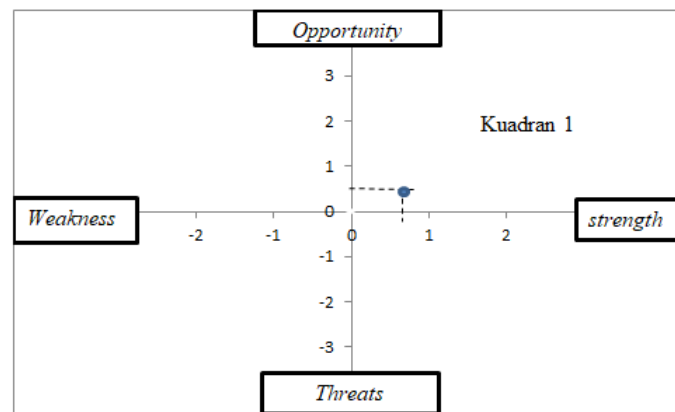


Figure 1. SWOT Analysis Cartesian Diagram.

The results of the Cartesian diagram above indicate that Won.dis Coklat is positioned in quadrant I. This placement suggests that Won.dis Coklat follows a growth-oriented strategy (Rangkuti, 2004). In this strategic position, Won.dis Coklat can capitalize on its strengths and opportunities by implementing aggressive development strategies to boost sales. Quadrant I represents a highly favorable situation where the company possesses internal opportunities and strengths, allowing it to fully leverage its strengths to generate profits (Rangkuti, 2006).

11. Internal-External (IE) Matrix Analysis

Based on the results of calculating the internal and external factor scores Won.dis Chocolate, a total internal factor score of 2.968 and an external factor score of 3.29 is obtained. Furthermore, these two scores are used to determine the strategic position of Won.dis Chocolate using the IE matrix seen in Table 5.

Table 5. IE Matrix Analysis.

		Total IFE Score (2.72)		
		Tall (3.0-4.0)	Currently (2.0-2.9)	Low (1.0-1.9)
Total EFE Score (2.83)	Tall (3.0-4.0)	I	II	III
	Currently (2.0-2.9)	IV	V	VI
	Low (1.0-1.9)	VII	VIII	IX

The results of the IE matrix analysis above shows that Won.dis Cokelat is in cell II, which means that Won.dis Cokelat has alternative strategies, "Grow" and "Build," the strategy that is suitable for companies in this cell position is intensive (market penetration, market development, and product development) or integration (backward integration, forward integration, and horizontal integration) (David, 2006). *Market penetration aims* to increase market share by measuring the number of products that can be sold or produced compared to the number of consumers who are interested in buying. The results can be used to determine potential market size and develop strategies to increase market share. Market development, namely increasing market share by developing, introducing, and marketing to new market segments, while product development increases sales by increasing and modifying the variety of existing products.

12. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)

SWOT analysis is an analytical tool aimed at describing the situation that an organization is currently facing or may face. This analysis is based on maximizing strengths and opportunities, which can simultaneously minimize weaknesses and threats (Rachmat, 2014). According to Rangkuti (2007), SWOT analysis is a strategic planning method used to evaluate strengths, weaknesses, opportunities, and threats in a project or a business venture or evaluate lines of business. Own and competitors' product lines.

Table 6. SWOT Analysis on Won.dis Chocolate.

Internal Factors	Strength (Strength):	Weaknesses:
	<ol style="list-style-type: none"> 1. Many unique flavors and types of chocolate are sold. 2. There are innovations in products. 3. Friendly and good service to consumers. 4. Has legality, halal certification from MUI, and is registered with IPR. 5. Purchases can be made online via <i>Instagram</i>, <i>Facebook</i>, <i>Shopee</i>. 6. The machines or tools used are simple. 7. Affordable prices 8. There is a Won.dis shop as a place to hang out with a typical rural view, thus attracting consumers to visit Won.dis Cokelat. 	<ol style="list-style-type: none"> 1. Location is less strategic. 2. There is incomplete sales bookkeeping. 3. Irregular production schedule. 4. Lack of human resources in the production department. 5. Production machine capacity is limited.
External Factors	Opportunities:	SO Strategy:
	<ol style="list-style-type: none"> 1. The only home industry that produces chocolate in Kalibawang District Kulonprogo Regency. 2. Close enough to several tourist attractions. 3. Good relationships with several content creators and universities as places for research, practical work, etc. 4. Positive image and good reputation from the public and consumers. 5. Raw materials are easy to get. 6. Promote local products. 	<ol style="list-style-type: none"> 1. Marketing Won.dis Chocolate products in tourist areas in Kulonprogo. 2. Revitalize collaboration with content creators, Instagram celebrities, or the like to promote Won.dis Chocolate products. 3. Improve the Won.dis shop facilities to attract visitors such as (tourists, students, etc.), and make maximum use of the Won.dis shop as a place to sell Won.dis Chocolate products.
	Threats:	WO Strategy:
	<ol style="list-style-type: none"> 1. The rise and fall of people's purchasing power. 2. There are similar competitors. 3. Competitor technology is more developed. 4. Competitors' locations are more strategic. 	<ol style="list-style-type: none"> 1. The production process is scheduled properly and regularly to meet increasing consumer demand. 2. Adding human resources in the production section. 3. Maintain the availability of raw materials to supply more products.
		WT Strategy:
		<ol style="list-style-type: none"> a. Determine the market segmentation of Won.dis Chocolate products. b. Promoting or introducing the Won.dis Chocolate brand to consumers regularly. c. Collaborate with resellers to participate in expanding sales of Won.dis Chocolate products.

The SWOT matrix can clearly describe the various opportunity and threat factors faced by Won.dis Cokelat and is adjusted to the strengths and weaknesses of Won.dis Cokelat. This matrix provides four alternative strategies, namely the SO strategy using existing strengths to take advantage of existing opportunities, the WO strategy to improve weaknesses by exploiting opportunities, the ST strategy using existing strengths to avoid the influence of threats from outside, and the WT strategy being tactics directed at reduce weaknesses and avoid threats. The SWOT matrix analysis of Won.dis Cokelat can be seen in Table 6.

CONCLUSION

Based on the analysis conducted, the following conclusions can be drawn. According to the IFE matrix analysis, Won.dis Cokelat's greatest strengths include new product innovation, having product legality, halal certification from MUI, and being registered with IPR. On the other hand, its biggest weaknesses are its less strategic location and limited production machine capacity. In the case of the EFE analysis, the significant opportunity for Won.dis Cokelat lies in its good relationships with content creators and several universities. At the same time, the primary threat it faces is competition from competitors with more strategic locations. Finally, based on the results of the IE matrix analysis, it is evident that Won.dis Cokelat falls within the "Grow" and "Build" strategy positions.

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