

## The Application of SWOT Analysis in Increasing The Sales of INOAC Foam Mattress Type EOM D-24 Yellow at CV King Foam Nusantara

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### ABSTRACT

This research aims to enhance the sales of INOAC EOM D-24 Yellow foam mattresses at CV. King Foam Nusantara by employing a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). This analysis is conducted to evaluate both internal and external factors influencing the marketing strategy. A SWOT matrix is utilized to identify the company's strengths, weaknesses, opportunities, and threats, while a SWOT Cartesian Diagram is employed to visualize alternative marketing strategies. Research findings indicate that the company is positioned in quadrant I with a positive differential score of +1.04 for strengths and weaknesses, and +0.44 for opportunities and threats. The recommended strategies include brand strengthening, customer service optimization, product design innovation, and increased promotional activities. The implementation of these strategies is expected to bolster CV. King Foam Nusantara's competitiveness and foster business growth.

## INTRODUCTION

Human needs for bedding have evolved over time. In the modern era, mattresses have become a primary choice for sleeping surfaces, replacing traditional mats or bedding. Mattresses not only offer comfort but also support quality sleep. With the fast-paced lifestyle of urban populations and high stress levels, the demand for comfortable mattresses has increased significantly.

Modern mattresses, designed with materials like foam or cotton and covered with protective fabric, provide a superior solution compared to traditional bedding. Rapidly advancing technology has fueled innovation in the mattress industry, making these products an essential part of households and directly impacting user health through improved sleep quality.

CV. King Foam Nusantara is one of the players in this industry. Located in Tangerang, the company focuses on selling a variety of sleep products such as mattresses, sofa beds, pillows, and bed covers. One of their flagship products is the INOAC foam mattress, available in two main types: EON D-23 Light Green and EOM D-24 Yellow.

Table 1. Sales Data of INOAC Foam Mattresses, January-December

Month	EON D-23 Light Green	EOM D-24 Yellow
January	106	105
February	107	95
March	105	99
April	106	103

Table 1. Sales Data of INOAC Foam Mattresses, January-December (cont'd)

Month	EON D-23 Light Green	EOM D-24 Yellow
May	104	98
June	107	105
July	110	102
August	113	116
September	111	107
October	112	104
November	109	95
December	110	91
Sales Amount	1300	1220

Source: CV. King Foam Nusantara

However, based on one year of sales data, the EOM D-24 Yellow type has shown lower performance compared to the other type, with a sales difference of 80 units. This indicates certain challenges in marketing this product, especially in the offline market. Therefore, this study aims to identify the factors affecting the sales performance of the EOM D-24 Yellow foam mattress and to develop a more effective marketing strategy to enhance its competitiveness.

Here's a table showing the sales and profit of INOAC foam mattresses from January to December.

Table 2. INOAC Foam Mattress Sales Revenue, January-December

Month	EON D-23 Light Green	EOM D-24 Yellow
January	Rp.169.070.000	Rp.173.250.000
February	Rp.170.665.000	Rp.156.750.000
March	Rp.167.475.000	Rp.163.350.000
April	Rp.169.070.000	Rp.169.950.000
May	Rp.165.880.000	Rp.161.700.000
June	Rp.170.665.000	Rp.173.250.000
July	Rp.175.450.000	Rp.168.300.000
August	Rp.180.235.000	Rp.191.400.000
September	Rp.177.045.000	Rp.176.550.000
October	Rp.178.640.000	Rp.171.600.000
November	Rp.173.855.000	Rp.156.750.000
December	Rp.175.450.000	Rp.150.150.000
Profit Amount	Rp.2.073.500.000	Rp.2.013.000.000

Source: CV King Foam Nusantara

Based on the table above, it can be determined that the total revenue and profit from the sales of INOAC EON D-23 Light Green foam mattresses, priced at Rp 1,595,000 per mattress, reached Rp 2,073,500,000 in one year. Meanwhile, the total revenue and profit from the sales of INOAC EOM D-24 Yellow foam mattresses, priced at Rp 1,650,000 per mattress, reached Rp 2,013,000,000 in the same period. There is a difference in revenue and profit of Rp 60,500,000 between the two products over the course of a year.

CV. King Foam Nusantara has utilized both online and offline channels to sell INOAC EOM D-24 Yellow foam mattresses. The following table provides a breakdown of the sales performance for these mattresses across both channels over a year-long period.

Table 3. INOAC EOM D-24 Yellow Mattress Sales (Online &amp; Offline), Jan-Dec

Month	Online	Offline
January	74	31
February	72	23
March	71	28
April	73	30
May	72	26
June	74	31
July	73	29
August	76	40
September	74	33
October	73	31
November	72	23
December	70	21
Amount	<b>874</b>	<b>346</b>

Source: CV King Foam Nusantara

Based on the table and graph above, it can be concluded that the total annual online sales of INOAC EOM D-24 Yellow foam mattresses reached 874 units. Monthly sales exhibited a relatively stable pattern, with no significant increases or decreases. CV. King Foam Nusantara conducted these online sales through various platforms such as Tokopedia, Shopee, Lazada, Bukalapak, and Blibli.com.

## MATERIALS AND METHODS

### Marketing

Marketing is a process designed to enable individuals or groups to fulfill their needs and desires. This process involves creating, offering, and expanding the reach of products or services. Marketing strategy is a crucial element in ensuring the effectiveness and scope of marketing efforts. In general, marketing encompasses various activities related to the distribution of products or services, from producers to the end consumers[1].

To win in the market competition, marketing strategy not only serves as a tool to achieve business objectives but also acts as the primary guide in designing the company's operational plans. Marketing is a series of activities that involve pricing, promotion, and distribution of goods or services, all aimed at fulfilling the needs of both current and potential consumers[2].

Marketing is an activity carried out by individuals or groups to meet the needs of society and consumers. They also emphasize that marketing encompasses the process of planning, implementing, and controlling programs aimed at benefiting the company, enabling it to reach its target market more effectively[3].

In the marketing process, aspects such as pricing, promotion, and distribution are crucial components. According to Prayudi and Yulistria (2020), marketing is the art and science of selecting target markets, analyzing consumer needs, and designing distribution strategies to achieve organizational goals[4]. Marketing strategy consists of 5 interrelated elements, including[5]:

1. Market selection, which is choosing the market to be served.
2. Product planning.

3. Price setting, which is determining the price that can reflect the quantitative value of the product to customers.
4. Distribution system.
5. Marketing communication (promotion)

Marketing mix is the process of delivering and communicating customer value to the market. There are four main components of the marketing mix to enter the market, namely[6]:

1. Product: The company must offer a quality product that meets the needs of the target market.
2. Price: The product must have a price that is in line with the purchasing power and expectations of the target market.
3. Place: Marketing success also depends on a strategic location for product distribution.
4. Promotion: The right promotion is needed for the product to be accepted by the target market.

The marketing mix, often referred to as the marketing mix in the business world, becomes an important strategy to ensure that products can compete and be well received in the market.

The marketing concept is essentially a business philosophy where satisfying customer needs is an economic and social requirement for the company's survival. This concept needs to be understood in creating the right strategy. At least five concepts, namely the production concept, product concept, selling concept, marketing concept, and societal marketing concept[7].

### IFAS and EFAS Matrix

Internal and External Factor Analysis (IFAS and EFAS) are integral parts of the SWOT method, used to assess strategic elements within a business. IFAS encompasses internal strengths and weaknesses within the organization, while EFAS focuses on external opportunities and threats originating from the external environment[8].

The IFAS and EFAS matrix are used to analyze and prioritize strategic factors based on weight, score, and assessment. These factors are evaluated to provide insights into which strategies need to be developed to maximize the company's internal potential while mitigating the negative impacts of external challenges. In practice, the assessment is conducted by collecting data, assigning weights, setting ratings, and calculating overall scores to obtain a strategic overview of the company[9].

The IFAS matrix is used to develop strategies based on the company's strengths and weaknesses, while the EFAS matrix is used to formulate opportunities and threats faced by the organization[10]. The combination of these two matrices helps the company determine the most effective strategies in dealing with market dynamics. A sample IFAS/EFAS matrix is shown below, illustrating how these matrices are used for strategic analysis[11].

Table 4. Sample of IFAS/EFAS Matrix

Internal/External Strategy Factors	Weight	Rating	Score
---------------------------------------	--------	--------	-------

<i>Strength (S)/ Opportunity (O):</i>	
1.	
2.	
etc.	
<i>Weaknesses (W)/ Threat (T):</i>	
1.	
2.	
etc.	
Total	1,00

### SWOT Analysis

SWOT is an acronym for the internal environment, which includes Strengths and Weaknesses, and the external environment, which includes Opportunities and Threats faced in the business world. SWOT analysis compares external factors, namely opportunities and threats, with internal factors, namely strengths and weaknesses[12]. SWOT analysis is a strategic method aimed at identifying a company's strengths, weaknesses, opportunities, and threats. This technique helps organizations understand their internal and external situations to develop effective strategies[13]. The internal environment encompasses strengths and weaknesses that can be directly managed by the company, while the external environment involves opportunities and threats beyond the organization's direct control[3].

By utilizing the SWOT matrix, companies can map out strategies based on four main combinations:

- **SO (Strength-Opportunity):** Utilizing internal strengths to capture available opportunities.
- **WO (Weakness-Opportunity):** Addressing internal weaknesses by leveraging external opportunities.
- **ST (Strength-Threat):** Utilizing internal strengths to mitigate the impact of external threats.
- **WT (Weakness-Threat):** Minimizing internal weaknesses to avoid external threats.

Through this analysis, organizations can determine more specific and targeted strategic steps, thereby enhancing their competitiveness in the market. A sample SWOT analysis table is shown below, illustrating how to organize the findings of a SWOT analysis.

Table 5. Sample of SWOT Analysis

<div>IFAS</div> <div>EFAS</div>	STRENGTHS (S)	WEAKNESSES (W)
	OPPORTUNITIES (O)	THREATS (T)
	SO Strategy	WO Strategy
	ST Strategy	WT Strategy

SWOT is used to analyze strengths, weaknesses, opportunities, and threats in a specific decision-making process[14].

### Cartesian Diagram SWOT Analysis

Cartesian Diagram SWOT Analysis explains the strategic choices that a business needs to implement to be more focused in utilizing existing company conditions. From the results of the SWOT matrix analysis, four main types of strategies can be obtained, namely SO, WO, ST, and WT[9].

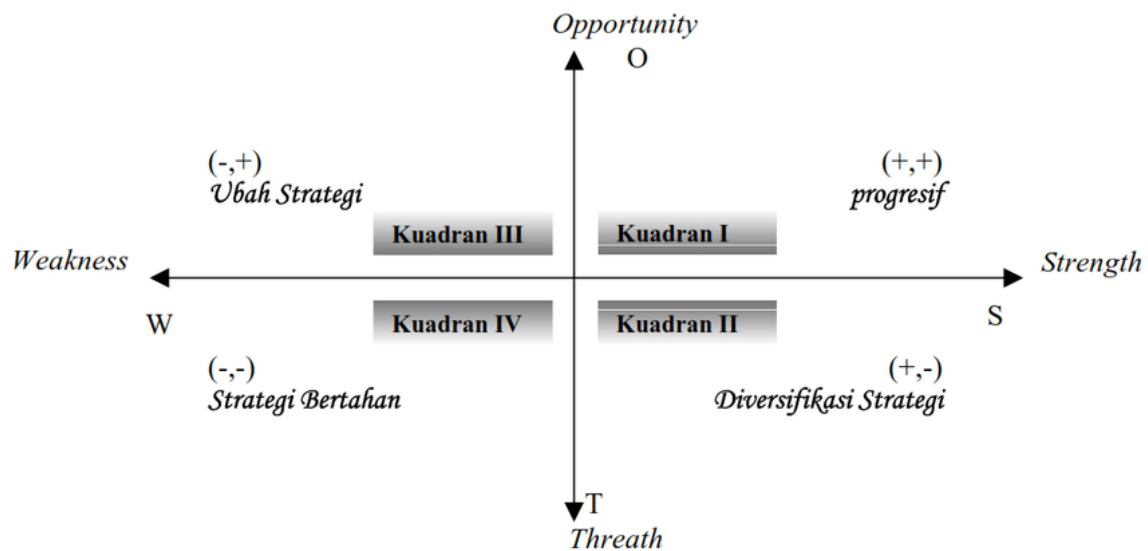


Figure 1. Cartesian Diagram SWOT Analysis

Diagram Explanation[15]:

- Quadrant 1: Strategy SO (Strength-Opportunity)** This strategy utilizes the company's internal strengths to capture external opportunities. Usually, companies must first implement WO, ST, or WT strategies to prepare for the SO strategy. If the company's weaknesses are dominant, the initial step needed is to improve these weaknesses so that the company becomes stronger. In addition, when a company faces various threats, these challenges need to be managed so as not to hinder existing opportunities.
- Quadrant 2: Strategy ST (Strength-Threat)** This strategy aims to minimize or avoid the negative impacts of external threats by utilizing internal strengths. However, this does not mean that every strong company will always face threats in its operations.
- Quadrant 3: Strategy WO (Weakness-Opportunity)** This strategy is directed at minimizing internal weaknesses by taking advantage of external opportunities. One approach often used in this strategy is to form partnerships or joint ventures with other parties who have certain expertise to overcome technological or resource weaknesses.
- Quadrant 4: Strategy WT (Weakness-Threat)** This strategy emphasizes efforts to survive by reducing internal weaknesses while avoiding external threats. Companies facing a combination of internal weaknesses and external threats are often in a very vulnerable position and therefore require careful strategies to survive.

## RESULTS AND DISCUSSIONS

### Results

The questionnaire that has been developed was tested for validity and reliability to ensure that it is suitable for further data processing. Based on the results of the validity test for both internal and external factors, which include the variables of Strengths, Weaknesses, Opportunities, and Threats, it was found that all item scores used in this study have a calculated r-value  $>$  r-table, which is 0.361. Therefore, all statement scores are declared valid.

Table 6. Internal and External Factor Validity Test Result

Variable	Questioner	r	r	Remarks
		Count	Table	
<i>Strength &amp; Weaknesses</i>	X1	0,604	0,361	Valid
	X2	0,591	0,361	Valid
	X3	0,590	0,361	Valid
	X4	0,437	0,361	Valid
	X5	0,626	0,361	Valid
	X6	0,650	0,361	Valid
	X7	0,669	0,361	Valid
	X8	0,456	0,361	Valid
	X9	0,731	0,361	Valid
	X10	0,503	0,361	Valid
	X11	0,460	0,361	Valid
	X12	0,556	0,361	Valid
Variable	Questioner	r	r	Remarks
		Count	Table	
<i>Opportunities &amp; Threats</i>	X1	0,444	0,361	Valid
	X2	0,632	0,361	Valid
	X3	0,655	0,361	Valid
	X4	0,537	0,361	Valid
	X5	0,475	0,361	Valid
	X6	0,578	0,361	Valid
	X7	0,508	0,361	Valid
	X8	0,373	0,361	Valid
	X9	0,481	0,361	Valid
	X10	0,494	0,361	Valid
	X11	0,597	0,361	Valid
	X12	0,556	0,361	Valid

After the questionnaire was found to be valid, the next step was to test its reliability based on internal factors (strengths and weaknesses) and external factors (opportunities and threats). Data analysis showed that the Cronbach's alpha for the internal factor was 0.755 from 12 items, while for the external factor, the Cronbach's alpha was 0.814 from 12 items. With a Cronbach's alpha value  $>$  0.6, the questionnaire is considered reliable.

Table 7. Internal and External Factor Reliability Test Results

Internal	Scale mean if item Deleted	Scale variance if item deleted	Corrected item- total correlation	Cronbach's Alpha if item Deleted
X1	43.8667	25.844	.356	.744
X.2	44.0333	23.757	.537	.723
X.3	44.1333	23.361	.560	.720
X.4	44.3677	24.240	.517	.735
X.5	44.3667	24.240	.318	.747
X.6	44.5333	23.913	.456	.730
X.7	45.1000	23.955	.359	.742
X.8	44.5333	25.430	.220	.758
X.9	45.0667	24.340	.335	.745
X.10	44.6667	23.474	.324	.749
X.11	44.8667	22.809	.455	.729
X.12	44.3333	24.230	.442	.733
External	Scale mean if item Deleted	Scale variance if item deleted	Corrected item- total correlation	Cronbach's Alpha if item Deleted
X1	44.5000	25.845	.501	.789
X.2	44.4667	26.326	.497	.799
X.3	44.3333	26.023	.486	.799
X.4	44.3333	27.057	.299	.816
X.5	44.6667	25.126	.513	.796
X.6	44.7333	24.547	.532	.794
X.7	44.9000	24.300	.554	.792
X.8	44.1333	27.016	.327	.813
X.9	45.0000	23.793	.635	.783
X.10	44.4000	27.283	.408	.806
X.11	44.2667	27.789	.369	.808
X.12	44.5000	27.224	.470	.802

After conducting the reliability and validity tests, a sample size adequacy test was performed with a 95% confidence level and a 10% accuracy level to ensure that the data collected from the 30 respondents was sufficient for further analysis. Based on the calculation of the sample size adequacy test for both internal and external factors, where  $N'$  is less than  $N$ , it can be concluded that the sample size adequacy test with 30 respondents is sufficient.

Based on the respondents' assessment, there are several internal factors that serve as strengths and weaknesses in marketing the INOAC EOM D-24 Yellow foam mattress offline at CV. King Foam Nusantara, as presented in the following table.

Table 8. Strength and Weakness of Internal Factors

Internal Factors	
Strength	Weakness
Product warranty guarantee to consumers	Lack of product display
Good quality of materials	Increasingly varied designs of foam mattress cover from other products



Good and friendly employee service towards consumers	Fluctuating (unstable) prices of foam mattress products
Strategic sales location	Lack of promotional activities in the company

Internal Factors	
Strength	Weakness
Mattress brand that is popular with people in Tangerang	Product price increases that affect consumer purchasing power
Experienced marketing employees	Many competitors of INOAC EOM D-24 Yellow foam mattress products

Meanwhile, the external factors that can be opportunities or threats when selling INOAC EOM D-24 Yellow Foam Mattresses offline at CV. King Foam Nusantara are shown in the table below:

Table 9. Opportunity and Threat of External Factors

External Factors	
Opportunities	Threats
Consumer attraction to INOAC EOM D-24 Yellow foam mattresses	<i>Lack of consumer understanding of INOAC EOM D-24 Yellow foam products</i>
INOAC EOM D-24 Yellow foam mattresses are widely used by the public	Increasingly more competitors are using marketplaces (online sales)
The company has a partnership with shipping companies	The price of INOAC EOM D-24 Yellow foam mattresses is increasing
The company is located in a residential area and on the side of the main road	There are competitors offering INOAC EOM D-24 Yellow foam mattresses at a lower price
Increasing demand for manufactured products (foam mattresses)	Many competitors from other mattress brands
Great market opportunities because the production center is located in the same area	Emergence of other companies selling the same foam mattress products

Weighting in SWOT Analysis:

- Strengths (Average Weight: 4.31)  
Strength factors include product warranty, material quality, friendly service, strategic location, well-known brand, and experienced marketing staff. The average weight indicates that respondents agreed to strongly agreed on these factors.
- Weaknesses (Average Weight: 3.77)  
Weakness factors include lack of product display, more varied competitor designs, fluctuating prices, lack of promotion, price increases, and many product competitors. Respondents gave a value of moderately agree to agree.
- Opportunities (Average Weight: 4.06)  
Opportunities consist of consumer attraction, widely used products, shipping partnerships, strategic location, increasing demand, and large market opportunities. The average weight indicates moderately agree to agree.

- Threats (Average Weight: 4.03)  
Threats include lack of consumer understanding, many online competitors, increasing product prices, competitors with lower prices, other brand competitors, and new companies. The average weight indicates moderately agree to agree.
- Item Weighting  
Strengths and Weaknesses: Divided based on the total internal weight of 48.53. Opportunities and Threats: Divided based on the total external weight of 48.56. Item weight is calculated by dividing the indicator weight value by the total weight of each factor (internal or external). This calculation ensures that the weight distribution is in accordance with SWOT analysis theory.

#### Rating in SWOT Analysis

The rating was given by analyzing the company's internal and external conditions, involving employees as a source of information. The results of the analysis are summarized into several main factors:

- Strengths:  
Product warranty, quality materials, friendly service, strategic location, well-known brand, and experienced marketing employees (rating 3-4).
- Weaknesses:  
No product display, limited cover design variations, fluctuating prices, minimal promotional activities, price increases, and many competitors (rating 1-3).
- Opportunities:  
Consumer appeal, increasing product usage, cooperation with shipping services, strategic location, and large market potential (rating 2-4).
- Threats:  
Limited consumer understanding, many online competitors, high prices, competitors offering cheaper products, and the emergence of new competitors (rating 1-3). This data serves as the basis for evaluating the company's business strategy.

#### Marketing strategy implementation

The implementation of the marketing strategy for EOM D-24 Yellow foam mattresses was carried out by analyzing the company's internal and external factors. This analysis involved identifying strengths such as warranty guarantees, material quality, and strategic location; weaknesses such as a lack of promotion and limited design variations; opportunities such as increasing demand and the company's strategic location; and threats such as numerous competitors and fluctuating product prices.

The SWOT analysis results show a positive difference score for strengths and weaknesses (+1.04) as well as opportunities and threats (+0.44). CV. King Foam Nusantara is located in quadrant I of the SWOT Cartesian Diagram, indicating a strategic position for implementing a progressive strategy. The company is encouraged to leverage its internal strengths to seize external opportunities, in order to increase business growth.

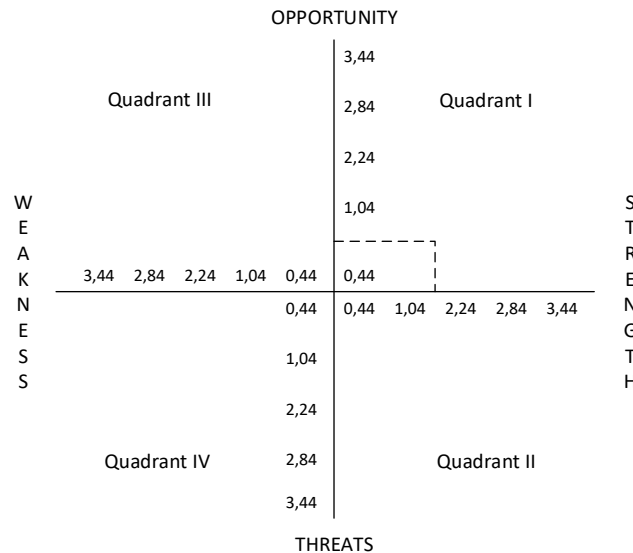


Figure 2. Cartesian Diagram SWOT Analysis

Based on Figure 2, it can be seen that CV. King Foam Nusantara is in a position between the axes of opportunity and strength, namely quadrant I, meaning that CV. King Foam Nusantara is advised to carry out a progressive strategy by utilizing the company's internal strengths to gain advantage from the company's external opportunities to achieve increased business growth.

#### IFAS and EFAS Matrix

Identification of internal and external factors can create four main strategies, namely: SO strategy (strengths and opportunities), WO strategy (weaknesses and opportunities), ST strategy (strengths and treats) and WT strategy (weaknesses and opportunities), which can be seen in detail in the following table.

Table 10. IFAS and EFAS Matrix

IFAS	STRENGTH (S)	WEAKNESSES (W)
	1. Product warranty guarantee to consumers 2. Good quality of materials 3. Good and friendly employee service towards consumers 4. Strategic sales location 5. Mattress brand that is popular with people in Tangerang 6. Experienced marketing employees	1. Lack of product display 2. Increasingly varied designs of foam mattress cover from other products 3. Fluctuating (unstable) prices of foam mattress products 4. Lack of promotional activities in the company 5. Product price increases that affect consumer purchasing power 6. Many competitors of INOAC EOM D-24 Yellow foam mattress products

Table 10. IFAS and EFAS Matrix (cont'd)

OPPORTUNITIES (O)	STRATEGI (SO)	STRATEGI (WO)
<ol style="list-style-type: none"> <li>1. Consumer attraction to INOAC EOM D-24 Yellow foam mattresses</li> <li>2. INOAC EOM D-24 Yellow foam mattresses are widely used by the public</li> <li>3. The company has a partnership with shipping companies</li> <li>4. The company is located in a residential area and on the side of the main road</li> <li>5. Increasing demand for manufactured products (foam mattresses)</li> <li>6. Great market opportunities because the production center is located in the same area.</li> </ol>	<ol style="list-style-type: none"> <li>1. Offering the best possible warranty to cater to consumers' preference for foam mattresses.</li> <li>2. Bolstering our brand to foster customer loyalty.</li> <li>3. Delivering exceptional service through timely deliveries.</li> <li>4. Sustaining our company's performance by expanding our partnerships.</li> <li>5. Prioritizing product quality that aligns with customer needs and affordability.</li> <li>6. Maintaining competitive prices while ensuring high-quality products</li> </ol>	<ol style="list-style-type: none"> <li>1. Designing eye-catching product displays to boost customer appeal.</li> <li>2. Revamping product cover designs to keep consumers engaged.</li> <li>3. Upgrading our mattress delivery service's logistics and infrastructure.</li> <li>4. Conducting market research to identify potential opportunities and target customers.</li> <li>5. Launching marketing campaigns to drive mattress sales and expand our market reach by partnering with various businesses</li> </ol>
THREATS (T)	STRATEGI (ST)	STRATEGI (WT)
<ol style="list-style-type: none"> <li>1. Lack of consumer understanding of INOAC EOM D-24 Yellow foam products</li> <li>2. Increasingly more competitors are using marketplaces (online sales)</li> <li>3. The price of INOAC EOM D-24 Yellow foam mattresses is increasing</li> <li>4. There are competitors offering INOAC EOM D-24 Yellow foam mattresses at a lower price</li> <li>5. Many competitors from other mattress brands</li> <li>6. Emergence of other companies selling the same foam mattress products</li> </ol>	<ol style="list-style-type: none"> <li>1. Delivering exceptional customer service.</li> <li>2. Maintaining our competitive edge in the online marketplace.</li> <li>3. Ensuring product quality through comprehensive warranties.</li> <li>4. Offering competitive pricing that provides value to customers.</li> <li>5. Developing innovative promotions to engage customers.</li> <li>6. Strengthening our brand reputation to foster customer loyalty</li> </ol>	<ol style="list-style-type: none"> <li>1. Building brand awareness to introduce our products to consumers.</li> <li>2. Offering free shipping to enhance the online shopping experience.</li> <li>3. Pricing our products competitively to ensure affordability.</li> <li>4. Running promotions such as free bedding with mattress purchases.</li> <li>5. Creating innovative foam mattress cover designs to stand out in the market.</li> <li>6. Providing excellent customer service through effective communication to build trust</li> </ol>

## Discussions

Based on the analysis of the marketing strategy for the EOM D-24 Yellow foam mattress product, there are several internal and external factors that serve as a basis for determining strategic steps. Here are the key points from the discussion:

### Internal Factors

- **Strengths:**
  1. Product warranty provides consumer confidence.
  2. High-quality materials give a competitive advantage.
  3. Friendly employee service increases customer satisfaction.

4. Strategic location supports sales accessibility.
  5. A well-known brand in Tangerang adds value to marketing.
- Weaknesses:
    1. Lack of product display reduces consumer appeal.
    2. Fluctuating product prices and minimal promotional activities are major constraints.
    3. Numerous competitors with competitive designs and prices pressure market position.

#### External Factors

- Opportunities:
  1. Increasing demand for foam mattresses offers growth potential.
  2. Strategic location in front of housing estates and near highways supports market potential.
  3. Cooperation with shipping companies expands distribution reach.
- Threats:
  1. Lack of consumer education about this product hinders purchasing decisions.
  2. Competitors actively using marketplaces and offering lower prices pose a significant challenge.

#### Company Strategic Position

The SWOT analysis shows that CV. King Foam Nusantara is in quadrant I of the Cartesian diagram, namely the position of strength and opportunity (progressive strategy). This means that the company has the potential to leverage internal strengths to optimize external opportunities, such as:

- Increasing promotion and consumer education regarding product quality.
- Utilizing a strategic location to expand market share.
- Maintaining price stability to enhance market competitiveness.

#### Recommended Strategy:

1. Active Promotion: Increasing promotional activities, both offline (product display) and online (through marketplaces and social media).
2. Increased Innovation: Expanding product design variations to attract consumer attention.
3. Brand Strengthening: Optimizing brand reputation through marketing campaigns that highlight quality and warranty guarantees.
4. Collaboration: Expanding cooperation with strategic partners, such as shipping companies and local distributors.

## CONCLUSION

This research aims to increase the sales of INOAC EOM D-24 Yellow foam mattresses at CV. King Foam Nusantara by applying SWOT analysis as a strategic method. From the analysis, several important points were obtained:

1. Internal Factors

- Strengths: The company's strengths include product warranty, good quality materials, strategic location, and a well-known brand.
  - Weaknesses: The main weaknesses are a lack of promotion, product price fluctuations, and the absence of attractive product displays to attract consumers.
2. External Factors
    - Opportunities: Opportunities include increasing demand for foam mattresses, a strategic location in a busy area, and consumer appeal to the product.
    - Threats: Threats come from numerous competitors with lower prices, a lack of consumer understanding of the product, and high competition in the marketplace.
  3. Recommended Strategy Based on the company's position in quadrant I of the SWOT Cartesian Diagram, a progressive strategy is recommended. The company is expected to leverage its internal strengths to capture external opportunities. The proposed strategies include:
    - Strengthening the brand through optimal customer service and timely delivery.
    - Innovating product design and increasing promotional activities to reach a wider market.
    - Maintaining product quality at competitive prices to build customer loyalty.

The implementation of this strategy is expected to increase the company's competitiveness in the sales of INOAC EOM D-24 Yellow foam mattresses, especially through offline channels, while simultaneously strengthening the company's overall market position.

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