Analysis of Competitive Strategy on Fashion Products (Case Study CV Racun Cinta)

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Abstract

This study aims to design an alternative strategy that should be used by CV Racun Cinta in winning the fashion business competition, especially clothing distribution, by first assessing the internal and external factors that affect the business of CV Racun Cinta. This research is a qualitative descriptive study using SWOT analysis (strength, weakness, opportunity, threats). The results of this IE (Internal-External) study indicate that the position of CV Racun Cinta is in cell 1, which is growing and building with an alternative, intensive strategy and integrative strategy. Furthermore, using Porter's Five Forces Analysis.

Keywords: *fashion, clothing distro, SWOT, CV Racun Cinta, marketing, business competition, Porter's Five Forces Analysis*

INTRODUCTION

From time to time, businesses tend to experience an increase in both quality and quantity. Based on the fact that clothing (fashion) is a basic need. This is in accordance with A.A Maslow's theory, which defines that clothing, food and shelter are basic human needs, or at the level of the most basic needs before food is clothing. The clothing hole that continues to increase because it is a basic human need has an impact on increasing the supply of clothing (fashion). This is in accordance with the law of supply and demand. Therefore, the business in the clothing sector is also always increasing and developing from time to time.

The wave of the industrial revolution 4.0 has brought fundamental changes to various orders of global life, marked by the growing development of creativity and innovation with the use of information technology, which disrupts various aspects of global life, including competition in the field. We can see these disturbances by the rapid changes that occur due to the use of artificial intelligence (AI), the internet of things, human-machine interfaces, and the spread of the sharing economy phenomenon, making creativity and innovation as the front line of global economic competition.

The era of the industrial revolution 4.0 has made the creative economy one of the strategic issues that deserve mainstreaming as a strategic choice to win global competition, marked by continuing to innovate and innovate to increase economic added value through the capitalization of creative ideas (Bekraf & BPS, 2017)

Source: Creative Economy (2018)

Figure 1. Creative Economy GDP Contribution by Subsector

Figure 1 shows that the creative economy sector consists of 16 sub-sectors that contribute to added value. These fields include culinary, architecture, design, fashion, film and video, gaming, computers, crafts, music, and the arts market, publishing, software, advertising, performing arts, television and radio. Of the 16 sectors, the fashion sector is ranked second with achievements that make a large contribution with a scope of 18.15% (Bekraf & BPS, 2017).

The majority of creative economy businesses are on the island of Java as much as 65.37 percent. Of these; 28.05 percent of them are in West Java Province; 27.88 percent in East Java; 26.29 percent in Central Java and others spread across DKI Jakarta Province, D.I. Yogyakarta and Banten. In Banten Province, there are 299,385 creative economy businesses.

In Banten Province, there are 8 regencies and cities throughout the province. One of the cities is South Tangerang City.

Source: BPS Tangerang Selatan City

Figure 2. South Tangerang Economic Growth Rate in 2015-2019

Based on figure 2, Data and Statistics of South Tangerang City's economic growth above, the economy has fluctuated. After experiencing a decline in the economy in 2016, the economy of South Tangerang City has increased from 6.74 percent in 2016 to 7.3 percent in 2017. Then slightly increased in 2018 to 7.37 percent and slightly decreased to 7.35 percent in 2019. Despite the decline, the decline was only 0.02 percent. One of the factors that determine the absence of a high economic spike is the increase in production value in almost all business fields in South Tangerang City (Kusumapuri, 2020)

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Source: Department of Cooperatives and SMEs Banten Province
Figure 3. Number of MSMEs by Type in South Tangerang City 2017

The economy of South Tangerang City is also supported by the role of MSMEs. In the figure, South Tangerang City MSMEs are dominated by the culinary sub-sector with a total of 7,545 business units, followed by shops or basic necessities with 6,682 units. While the fashion sub-sector is 750, it means that there are still many opportunities for us to move more freely and provide many advantages because the competitors in the fashion sub-sector in South Tangerang are not as many as competitors in the culinary sub-sector. (Development et al., 2019)

One of the SMEs that focus on fashion and has the above opportunities is CV. Poison of Love or commonly called Poison of Love and is located in Pamulang 2 Housing, Jl. West Object 11D Block D29/01 South Tangerang, Prov. Banten. Owner CV Racun Cinta is Bayu Wuri Andhika and his wife Nurani Mustikawati or commonly called mas bay and mbk ran. Racun Cinta is a brand of local clothing products, the work of the nation's children who raised Indonesia which contains messages and morals as the theme of illustrations in its products. CV Racun Cinta provides "Men's Clothing" which means men's t-shirt products, "Women's Clothing" which means women's main products, namely long shirts, "Artificial Sweeteners" which means all complementary products or accessories such as hats, watches, glasses, headscarves, totes bag, jacket, outerwear (outer, hoodie), sandal shirt, skateboard. The interesting thing about CV Racun Cinta is a unique design that carries an Indonesian theme by using Indonesian styles, illustrations and ethnic motifs such as plants, animals, social life motifs, traditions, culture and religion that are packaged in a modern way and offer a limited edition concept. Usually the average inventory quantity of each item (model, size and type) of product is a minimum of 12-40 pcs and a maximum of 40-150 pcs per item, for the number of each product size for each item (model, size and type) all are the same or average.

In business competition, companies need to recognize the strengths and weaknesses of the company itself. This will greatly assist the company in recognizing itself, as well as taking advantage of every opportunity that exists and avoiding or minimizing threats. A company can develop a competitive strategy by finding a match between the company's internal strengths and the company's external strengths. The development of this competitive strategy aims so that companies can objectively see internal and external conditions so that they can anticipate environmental changes where it is very important to gain competitive advantage and have products that suit consumers' wishes with optimal support from existing resources (Fitriadi et al., 2013).

In increasing business sales, CV. Toxic Love must understand the needs and expectations of consumers by building long-term relationships. For that, the importance of CV marketing strategy. Racun Cinta in competition dominates the market and retains its customers through the implementation of competitive strategies. In the increasingly sharp culinary business competition, CV Racun Cinta is required to implement the right marketing strategy, which is used as a competitive tool in seizing the market and retaining its customers through competitive strategies.

CV Racun Cinta must create marketing strategies that are in accordance with current competitive conditions in order to create an appropriate competitive strategy and remain within the corridor of sharia rules so that the company is able to dominate the market and retain its

customers. So with that this research is entitled *Analysis of Competitive Strategies in Fashion Products (Case Study: CV Racun Cinta)*.

RESEARCH METHODS

The research method used in this research is descriptive qualitative. Quoted from (Cooper & Schindler, 2017) Qualitative research is an array of interpretive techniques that seek to describe, code, translate, so that it relates to understanding, not the frequency of phenomena that often or rarely occur naturally in the social world.

Qualitative techniques were used in the data collection and analysis phase of the research project. At the data collection stage, the technique consists of focus groups, in-depth personal interviews, case studies, ethnography, basic theory, action research, and observation.

During the analysis, qualitative research uses content analysis of written or recorded materials obtained from participants' personal expressions, behavioral observations, and questions and answers from observers, as well as studies of artifacts and searches for evidence of the physical environment.

The object of this research was done on CV Racun Cinta whose production house is located in Pamulang 2 Housing, Jl. West Object 11D Block D29/01 South Tangerang, Prov. Banten.

The data used in this study include primary data and secondary data. Primary data in this study were obtained through interviews with owners and related parties to obtain data on marketing, competitive strategies.

Secondary data is data obtained based on sources such as books, journals and the internet related to this research. In addition, data is also collected from the Central Statistics Agency (BPS), data from Racun Cinta which includes observations of the condition of the Love Poison, online media used to support several required documents such as company financial statements, SIUP, NPWP, and CV Deed. Business Domicile Certificate (SKDU), Love Poison catalog.

In research with a qualitative approach, many methods can be used to find and collect data. Observation is a way to collect research data.

At this stage, the research carried out observations about the activities carried out by Racun Cinta (RC) and made observations about the condition of Racun Cinta (RC) from the outside and inside of the business.

This interview was conducted to obtain accurate data according to actual events regarding the marketing strategy of Racun Cinta (RC) and all the efforts that have been made by Racun Cinta (RC) in the marketing aspect. In order for the interview process to run smoothly, it is necessary to have mature preparations such as carrying interview guidelines and other tools such as tape recorders, books, pens, or other materials that can help make the interview run smoothly. The following are the steps taken in preparing interview guidelines:

- a. Make relevant questions
- b. Create a ready-to-use interview guide

The results of this interview, researchers get to share the information needed for research starting from the history of the establishment of Racun Cinta (RC), owner profiles, obstacles in running a fashion business, marketing strategies carried out, Racun Cinta (RC) vision and mission, and management of Racun Cinta's organizational structure. (RC).

In addition, researchers will also use library research techniques, namely by collecting related literature such as online media from the Central Statistics Agency (BPS), books, archives, notes, documents and related information.

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Figure 4. Mindset Chart

RESULT AND DISCUSSION

Table 1. Matiks IFE

	Internal Factors	Weight	Rating	Score Weight
No	Strength			
1	Have a good brand image	0,111	4	0,444
2	Has a uniqueness in design and illustration, which raises the typical theme of Indonesian ethnicity, spirituality and current issues	0,111	4	0,444
3	The legality of the company	0,111	4	0,444

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4	Company established for 11 years	0,111	4	0,444
5	Has a limited edition system	0,111	4	0,444
6	Promoting through festivals in multiple cities	0,111	4	0,444
7	Using their own capital without debt and not related to borrowing from conventional and Islamic banks.	0,111	4	0,444
8.	Implementation and implementation of business according to Shari'ah	0,083	3	0,249
9.	Have competent human resources in The field	0,083	3	0,249
No	Weakness			
1	Does not open partnership cooperation, good distributors, resellers and so on.	0,029	1	0,029
2	The recording of all assets and finances is not yet an accounting standard	0,029	1	0,029
3	The company's organizational structure it's not tidy yet	0,029	1	0,029
Total		1	37	3,693

Source: data processed by researchers

The results of the Internal Factor Internal Matrix (IFE) CV Racun Cinta is 3,693. On internal factors, the main factor is having a good brand image with a total score of 0.444. The second factor is having uniqueness in design and illustration, which is the theme of Indonesian ethnicity, spirituality and current issues with a total score of 0.444. The third factor is the legality of the company. The fourth factor is that the Company was established for 11 years with a total weight score of 0.444. The fifth factor is having a limited edition system with a total weight score of 0.444. The sixth factor is Promotion through festivals in several cities with a weight score of 0.444. The seventh factor is the management of debt and receivables which is relatively smooth with a score of 0.444. The eighth factor is the application and implementation of business according to sharia with a weight score of 0.249. The ninth factor is having competent human resources in their field with a weighted score of 0.249.

As for the weakness factor, the main factor is not opening partnerships, both distributors, resellers and so on with a weight score of 0.029. The second factor is the recording of all assets and finances without accounting standards with a weighted score of 0.029. And the third factor is the untidy organizational structure of the company with a weight score of 0.029.

In general, the total score of the CV IFE Matrix. The Poison of Love is 3,693. This indicates that the internal company is good, with a total score above the average of 2.5. And the company is able to take advantage of strengths and minimize existing weaknesses

Tabel 2. Matriks EFE

External Factors		Weight	Rating	Score Weight
No	Opportunity			
1	The condition of the Indonesian people who like to wear simple and cold clothes, namely T-shirts	0,101	4	0,404
2	Ease of shopping online	0,101	4	0,404
3	Have a good relationship with tailors, screen printing and craftsmen who are experts in their fields to facilitate the process	0,101	4	0,404
4	The rise of technology	0,101	4	0,404
5	Creating awareness of the importance of loving Indonesian culture through its design	0,073	3	0,219

6	Increased public awareness in consuming local products	0,073	3	0,219
No	Threat			
1	Many t-shirt businesses have emerged and caused high competition	0,101	4	0,404
2	Customers prefer t-shirts with lower prices	0,101	4	0,404
3	Fluctuating economic conditions	0,101	4	0,404
4	Increase in basic electricity and fuel rates	0,073	3	0,219
5	Increase in raw material prices	0,073	3	0,219
Total		1	44	3,704

Weight Score: 0.0 (very unimportant) to 1.0 (very important) Rating Rating 1 (very bad) to 4 (very good).

Source: processed by researchers

Based on the table, it can be concluded that the main opportunity factor for CV Racun Cinta is the condition of the Indonesian people who like to wear simple and cold clothes with a weight score of 0.404. The second factor is the ease of shopping online with a weight score of 0.404. The third factor is having a good relationship with tailors, screen printing and craftsmen who are experts in their fields to facilitate the work process with a weight score of 0.404. The fourth factor is the proliferation of technology with a weight score of 0.404. The fifth factor is creating awareness of the importance of loving Indonesian culture through its design with a weight score of 0.219. The sixth factor is increasing public awareness in consuming local products with a score of 0.219.

While the most important threat factor for CV Racun Cinta is a lot of t-shirt business that appears and causes high competition with a weight score of 0.404. The second factor is that the customer prefers a shirt with a cheaper price with a weight score of 0.404. The third factor is the fluctuating economic condition with a weight score of 0.372. The fourth factor is the increase in basic electricity and fuel tariffs with a weight score of 0.219. The fifth factor is the increase in the price of raw materials with a weight score of 0.219.

In general, the total score of the EFE Matrix on CV Racun Cinta is 3,704. These results illustrate that the threats faced by the company are quite strong, but the company can take advantage of existing opportunities and handle external threats well.

Based on the results obtained from the analysis of the IFE and EFE matrices in the previous discussion, the next step is the preparation of the Internal-External matrix. The average value generated in the CV Racun Cinta IFE matrix analysis is 3.693 and the results in the EFE matrix analysis is 3.704. So if it is matched with the existing column in the Internal-External matrix, it places the company's position in cell I. In this cell the company's position is in the Growing and Building area where in this division several alternative strategies can be carried out by CV Racun Cinta is:

- 1) Intensive Strategy (Market Penetration, Market Development, and Product Development).
- 2) Integrative Strategy (backward integration, forward integration, and horizontal integration).

	IFE	Strong 3,0-4,0 3,0	Currently 2,0-2,99 2,0	Weak 1,0-1,99 1,0
EFE	4,0	I x	II	III
Tall 3,0-4,0	3,0	Y		
Currently 2,0-2,99	2,0	IV	V	VI
Low 1,0-1,99	1,0	VII	VIII	IX

Source: processed by researchers

Figure 5. Internal-External (IE) Matrix Image

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Table SWOT Analysis

<div>OT</div> <div>SW</div>	<div>STRENGTH</div> <div><div>1. Have a good brand image</div><div>2. Has a uniqueness in design and illustration, which raises the typical theme of Indonesian ethnicity, spirituality and current issues</div><div>3. Company Legality</div><div>4. The company was founded for 11 years</div><div>5. Has a limited edition system</div><div>6. Promoting through festivals in several cities</div><div>7. Using own capital without debt and not related to borrowing in conventional and Islamic banks.</div><div>8. Implementation and implementation of business according to shariah</div><div>9. Have competent human resources in their field</div></div>	<div>WEAKNESS</div> <div><div>1. Do not open partnerships, whether distributors, resellers and so on.</div><div>2. The recording of all assets and finances is not yet an accounting standard</div><div>3. The organizational structure of the company is not neat</div></div>
	<div>OPPORTUNITY</div> <div><div>1. The condition of the Indonesian people who like to wear simple and cold clothes, namely T-shirts</div><div>2. Ease of shopping online</div><div>3. Have a good relationship with tailors, screen printing and craftsmen who are experts in their fields to facilitate the process</div><div>4. The rise of technology</div><div>5. Creating awareness of the importance of loving Indonesian culture through its design</div><div>6. Increased public awareness in consuming local products</div></div>	<div>SO STRATEGY</div> <div><div>1. Take advantage of the legality of the company, either to win tenders, or to apply for cooperation with other craftsmen or businesses. (S3,O4,O5,O6)</div><div>2. Maintain good relations with tailors, screen printing and craftsmen who are experts in their fields to facilitate the work process (S5, O3, O4)</div></div>

	company's organizational structure (W3,O4)	
THREATS	ST STRATEGY	WT STRATEGY
1. Many t-shirt businesses have emerged and caused high competition 2. Customers prefer shirts with lower prices 3. fluctuating economic conditions 4. Increase in basic electricity and fuel rates 5. Increase in raw material prices	1. Improve the marketing system, through promos and discounts (T1, T2, T3, S6, S1, S9) 2. Increase the number of new customers (T1, T2, T4, S1, S5, S6) 3. Looking for alternative raw materials of the same quality with relatively cheaper prices (T2, T5, S9)	1. Promote promotion through all media, both online and offline (T1, T2, W1) 2. Add product innovation by conducting customer surveys tailored to the company's target market (T1, T2, W1)

Source: processed by researchers (2020)

Based on the results of the SWOT analysis above, obtained several alternative strategies that can be applied by CV Racun Cinta is the S-O strategy, the W-O strategy, the S-T strategy, the W-T strategy:

1. S-O Strategy (Strengths -Opportunities)

The S-O strategy utilizes the company's internal strengths to take advantage of external opportunities. All companies want their organizations to be in a position where internal strengths can be used to take advantage of external trends and events. Based on the results of the analysis, it is obtained strategies that can be carried out by the company, namely:

a. Take advantage of the legality of the company, either to win tenders, or to apply for cooperation with other craftsmen or businesses. (S3,O4,O5,O6)

CV Racun Cinta has business legality in the form of a CV and brand name, this can make it easier for companies both to win tenders, or to apply for cooperation with craftsmen or other businesses and of course it can be useful in advancing the company. This is supported by the proliferation of technology, the opportunity to create awareness of the importance of loving Indonesian culture through its design and increasing public awareness in consuming local products.

b. Maintain good relations with tailors, screen printing and craftsmen who are experts in their fields to facilitate the work process (S5, O3, O4) CV Racun Cinta has good relations with tailors, screen printing and craftsmen who are experts in their fields to simplify the process. It should be, CV Racun Cinta must maintain the good relationship. Of course, with the support of the opportunities for the proliferation of existing technology.

2. W-O Strategy (Weaknesses - Opportunities)

W-O strategy aims to improve internal weaknesses by taking advantage of external opportunities. Sometimes, great opportunities arise, but the company has internal weaknesses that prevent it from taking advantage of those opportunities. Strategies that can be carried out by companies include:

a. Further optimizing marketing through all media owned by CV Racun Cinta, especially online media.(W1, O2, O4)

This strategy was taken to overcome the weakness of CV Racun Cinta is not opening partnerships, whether distributors, resellers and so on. CV Racun Cinta takes the opportunity with the ease of shopping online and has good relationships with tailors, screen printing and craftsmen who are experts in their fields to determine the above strategy.

b. Improve the financial and administrative systems both regarding the total recording of all assets and others. (W1, O4)

This strategy was taken to overcome the weakness of CV Racun Cinta is not opening partnerships, whether distributors, resellers and so on. CV Racun Cinta takes the opportunity with the current rise of technology to support the above strategy.

c. Tidy up the company's organizational structure (W3,O4)

To overcome the weakness of CV Racun Cinta is the company's organizational structure that has not been neat. The above strategy is needed to overcome it by looking at the technological opportunities that are increasingly prevalent today.

3. *ST Strategy (Strengths – Threats)*

The S-T strategy uses a firm's strengths to avoid or reduce the impact of external threats. This does not mean that a strong organization must always face direct threats in the external environment. The alternative strategies that can be used by the company are:

a. Improve the marketing system, through promos and discounts (T1, T2, T3, S6, S1, S9)

To minimize the threat in the form of many t-shirt businesses that appear and cause high competition, customers prefer t-shirts with lower prices and fluctuating economic conditions, the above strategy is needed by looking at and utilizing the strengths of CV Racun Cinta is in the form of promotions through festivals in several cities, having a good brand image and having competent human resources in their fields.

b. Increase the number of new customers (T1, T2, T4, S1, S5, S6)

To minimize the threat in the form of many t-shirt businesses that appear and cause high competition, customers prefer t-shirts with lower prices and an increase in basic electricity and fuel rates, the above strategy is needed by looking at and utilizing the strengths of CV Racun Cinta is in the form of promotions through festivals in several cities, has a good brand image, has a limited edition system.

c. Looking for alternative raw materials of the same quality with relatively cheaper prices (T2, T5, S9)

To minimize the threat in the form of customers preferring t-shirts with cheaper prices, rising raw material prices, the above strategy is needed by looking at and utilizing the strengths of CV Racun Cinta is the presence of competent human resources in their fields

4. *W-T Strategy (Weaknesses – Threats)*

W-T strategy is a defensive tactic aimed at reducing internal weaknesses and avoiding external threats and internal weaknesses in a dangerous position. The alternative strategies that can be used by the company are:

a. Promote promotion through all media, both online and offline (T1,T2,W1)

To minimize the threat in the form of many t-shirt businesses that appear and cause high competition, customers prefer t-shirts with lower prices and minimize weaknesses in the form of not opening partnerships, both distributors, resellers and so on. The above strategy is needed to overcome it.

b. Add product innovation by conducting customer surveys tailored to the company's target market (T1, T2, W1)

To minimize the threat in the form of many t-shirt businesses that appear and cause high competition, customers prefer t-shirts with lower prices and minimize weaknesses in the form of not opening partnerships, both distributors, resellers and so on. The above strategy is needed to overcome it.

Porter's Five Forces Analysis

Bargaining Power of Suppliers

There are several factors that affect the bargaining power of suppliers.

1. Number of suppliers. CV Racun Cinta, has few suppliers. The more the number of suppliers, the weaker the power of suppliers.
2. The raw materials supplied are not scarce or easy to obtain. If the raw materials supplied are easy to find, the bargaining power of suppliers is weak.
3. The cost of replacing raw materials tends to be stable, because there is already a price fixing from the government. Replacement costs that are not too profitable for producers and market tastes that prefer products so that they are not too flexible to change to the use of substitute

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raw materials. Replacement costs that tend to be stable indicate the supplier's bargaining power is moderate.

4. The availability of substitute raw materials is easy to find or not rare. The availability of raw materials that are easy to find also makes the bargaining power of suppliers weak

If the supplier has high bargaining power, then he will sell his raw materials at high prices and cause the company that buys raw materials to reduce their profits. From these four factors, it can be concluded that the bargaining power of suppliers is said to be dominant "weak". This means that the profits obtained from raw materials are not reduced. However, good relations with suppliers can also affect the prices of products sold by suppliers. Therefore, competitors are not only enough to have a lot of relationships. However, good communication skills are required.

Buyer Bargaining Power

This power assesses the bargaining power or supply power of buyers or consumers, the higher the bargaining power of buyers in demanding lower prices or higher product quality, the lower the profit or profit that will be obtained by the producer company. There are several influencing factors:

1. Number of buyers, from the data obtained. CV Racun Cinta has around 1,941 urban farmers (consumers) only through the marketplace, no purchases via WhatsApp, festivals in several cities and those who come directly to the display room (production house). Meanwhile, when viewed from the turnover described in the analysis of the internal environment of the finance department, it shows that the turnover of the festival is greater than the marketplace or those who come directly to the display room (production house) namely 1,003,000,000 (in 2018) and 1,228,900,000 (in 2018). 2019).
2. Information on prices and quality of goods on the market, in this case it can be said that the bargaining power of buyers is strong, because buyers can easily access price and quality information on the market, so buyers can easily compare with other companies. However, CV Racun Cinta has competitive prices and quality, for example in terms of material quality, stitching and product design, CV Racun Cinta is superior to competitors with the same target market.

The number of buyers certainly affects the management of the company, both in ordering products to suppliers, daily income, and as a benchmark in the level of competition with competitors. The number of buyers becomes a high strength competitor if you want to open a clothing business. Because in this case, competitors must be able to play a marketing rhythm to attract as many buyers as possible which will later affect many things.

From these factors, the buyer has the potential to have a strong bargaining power, CV Racun Cinta must make every effort to gain market share by improving services and marketing.

Threat of New Entrants

Several factors influence the entry of new entrants

1. Product Differentiation

The increasingly high competition can also be seen from the increasing number of companies that have product differentiation from other competitors. In this case, CV Racun Cinta has product differentiation, namely;

First, all names related to Racun Cinta have a connection with Indonesia. His vocabulary includes, "Ruang Pajang" which means a shop or production house for Racun Cinta (RC), "Petani Kota" means consumers of Racun Cinta (RC), "Sumringah" means the birthday of Racun Cinta (RC), "Photo Village" means the annual Racun Cinta (RC) event every Hari Raya, "Sandang Pria" means Racun Cinta (RC) t-shirts for men. "Sandang Wanita" means Racun Cinta (RC) t-shirts for women, "Artificial Sweeteners" means all complementary products such as watches, flip-flops, tight bags, tote bags, skateboards, hats, outerwear (outer, hoodie), jackets), hoods, robes, shirts.

Second, CV Racun Cinta elevates Indonesia and contains messages and morals as the illustrative themes in its products. In each of its products, CV Racun Cinta uses Indonesian style, illustrations and ethnic motifs such as plants, animals, social life motifs, traditions, culture and religion that are packaged in a modern way.

Third, CV Racun Cinta uses a limited edition concept in its products. Usually the average inventory quantity of each item (model, size and type) of a product is a minimum of 12-40 pcs

and a maximum of 40-150 pcs per item, for the number of each product size for each item (model, size, type) depending on the design and illustration. If the designs and illustrations are in high demand, Racun Cinta (RC) produces a maximum quantity of around 40-150 pcs, and vice versa. In overcoming increasingly fierce competition among competitors, the strategies that can be done by CV Racun Cinta is to strengthen the level of product differentiation by improving quality and maintaining product quality. It is also possible to accept suggestions from urban farmers (consumers) without changing the existing characteristics and quality standards.

2. Capital requirement

The capital needed to start a t-shirt business does not require a large initial capital. Actually, the size of the t-shirt business capital depends on how many t-shirts you want to make. If the initial production is only about 1 dozen t-shirts, then the capital spent is less, it could be around Rp650.000,-. If the desired production is bigger, it will be bigger because the production costs and materials to be used will be more. CV Racun Cinta starting a business in the fashion sector in 2009 requires Rp500.000,-

When the capital requirements for starting the business are low, the barriers to entry are also low. Which means that it is easier for people to open a clothing business and there will be more competition. The strategy that needs to be done in this case is to maximize all the potential strengths and opportunities that exist, so that the business being undertaken can survive in the midst of many emerging competitors.

3. Economies of scale

Banten's economy in the first quarter of 2019 grew by 5.42% (yoy), lower than the fourth quarter of 2018 at 5.98% (yoy) but higher than the national economic growth in the first quarter of 2019 of 5.07% (yoy). (Muhammad Azkaenza et al., 2019)

At the Java regional level, Banten's Economic Growth in the first quarter of 2019 was in fifth position after D.I. Yogyakarta, DKI Jakarta Province, East Java Province, and West Java Province. On the expenditure side, increased growth of LNPRT (Household Non-Profit Institutions) and net exports were the drivers of growth in Banten Province in the first quarter of 2019.

Source: BPS Banten Province

Figure 6. Banten's Economic Growth

The consumer tendency index is an index that can provide an overview of the business and economic situation in general according to consumer income based on consumer perceptions. From the picture above, according to BPS data from Banten Province, the consumer tendency index for clothing in Banten Province increased from 106.51 to 115.70 in the fourth quarter of 2019 as much as 9.19. (Statistics, 2020)

From the data above, it can be seen that there are opportunities from consumer demand for clothing or clothing needs, which are opportunities for CV. Poison of Love to increase sales turnover and also be an opportunity for newcomers to start their business. The strategy that needs to be done is first, improving the existing marketing system, for example, such as; because CV Racun Cinta does not open partners such as resellers, distributors and others. So the effort that

must be done is to optimize all social media (Instagram, Facebook, Twitter, Line, WhatsApp, web-site), marketplace (Shopee and Tokopedia) and their marketing strategies (through promos, discounts, through more frequent festivals).

Second, creating innovations both in terms of products and marketing. For marketing, it can be through education with light concepts to be understood on social media. So the contents of Instagram are not only about products, but also about education about culture or unique facts that attract consumers to see.

Government regulations

According to the regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number 17 of 2018 Chapter I article 1 which explains what is meant by Limited Partnership or Commanditaire Vennotschaap) CV is an alliance established by one or more limited partnership partners with one or more complementary partners, to run a business independently. continuously.

Based on the Banten Governor's Decree Number 561/Kep.305-Huk/2019, the Banten Provincial Government has set the Provincial Minimum Wage (UMP) of IDR 2,460,996. The increase in the UMP increased by 8.51% from the previous UMP of Rp 2,267,990, which was adjusted to Government Regulation Number 78 of 2015.

Table 4. Regency/City Minimum Wage Banten 2020

Provinsi	District	UMK 2020
Banten	1. Kab. Lebak	Rp 2,710,654
	2. Kab. Serang	Rp 4,152,887
	3. Kab. Pandeglang	Rp 2,758,909
	4. Kab. Tangerang	Rp 4,168,268
	5. Kota Cilegon	Rp 4,246,081
	6. Kota Tangerang	Rp 4,119,029
	7. Kota Tangerang Selatan	Rp 4,168,268
	8. Kota Serang	Rp 3,773,940

Source: Prov. Banten (2020)

The 2020 Banten Regency/City Minimum Wage (UMK) was officially established with the issuance of Decree No. 561/Kep.229-Huk/2018 dated November 21, 2018 regarding the determination of the UMK. The amount of the increase refers to PP number 78 of 2015 concerning Wages. The highest MSE is in Cilegon City with Rp. 4,246.081 and the lowest MSE is in Lebak Regency at Rp2,710,654.

Some of the conditions that influence CV Racun Cinta's business activities are, first, the UMK (Minimum Work Wages) policy that does not favor MSMEs, especially in the regions, as shown in the table above. There was an increase of 8.51% from the previous year, posing a threat to industry players, because on the one hand it allows for price increases, on the other hand the domestic economy is in a sluggish state, besides that many macro indicators are not achieved such as the balance of trade and investment, and will result in the occurrence of layoffs (termination of employment).

Second, the Decree of the Ministry of Trade contained in the circular letter of the Ministry of Trade Number 64/M-DAG/PER/8/2017 was finally revised with the aim of reducing imported fabric and yarn products as well as tightening the issuance of Producer Importer Identification Numbers (API-P) and eliminating APIs. General (API-U). In the past, before the regulation was revised, imports of TPT (Textiles and Textile Products) products and also used clothing greatly disrupted the domestic industry. In fact, the textile industry has been one of the main industries that contribute to GDP and absorb labor. This policy increases domestic textile business opportunities to be more advanced.

In supporting the ongoing business, CV Racun Cinta already has a license including:

- Certificate of Business Domicile (SKDU): Number 405/443-Kasi.Ekbang/2019
- TIN CV RACUN CINTA: 93.499.093.8-453.000
- CV Deed: Number 88 dated 20 August 2019
- SIUP (Trade Business Permit): AHU-0049404ah.01.14 Year 2019

With the legality of the law, it means that CV Racun Cinta gets guarantees and legal protection in Indonesia. In this case, it can be said that the entry of new entrants is weak, due to government policies towards MSEs which are quite difficult and burdensome.

Access Distribution Channels

CV Racun Cinta utilizes the services of JNE, JNT, which come directly to the display room (production house) to pick up packages that will be delivered to various areas of the city's farmers (consumers) who order. For suppliers of raw material for men's or neutral shirts, CV Racun Cinta has collaborated with a t-shirt raw material factory in the Bandung area. So you don't have to bother taking materials to Bandung, because the raw materials will be sent from the factory after the deal is ordered for the materials to be used. CV Racun Cinta also collaborates with tailors, screen printing and craftsmen who are experts in their fields to complete all product targets. So the tailors, screen printing and craftsmen, get the task of quality control 1 time for each party (tailor, screen printing and craftsmen) before entering the display room (production house) and quality control is carried out 2 times again by those in charge of the display room (house). production) both after the product is brought in by the tailor and then goes into screen printing, after the product is imported the screen printing is then put into a basket and when packaged it goes into plastic.

Threat of Substitute Products

It is known that T-shirts have substitute products that will threaten existence and increase competitiveness. The substitute products in question are blouses, shirts, robes, koko, hoodies, jackets and outers. Coupled with customer loyalty (urban farmers) to substitute products due to the proliferation of the fashion business. Thus it can be concluded that the threat of t-shirt substitute products is getting higher.

The strategy that must be done to reduce the threat of substitute products is to maintain and optimize a good brand image and optimize marketing and product advantages owned by CV. Poison of Love, as described in the product differentiation section.

Competition between Industries

In order to maintain environmental stability in the midst of very tight competition conditions, CV Racun Cinta applies a location strategy to establish a display room (production house) with several determining aspects, namely the location is quite far from other t-shirt businesses because it is in a housing complex. The location of the Display Room (shop) with the market is quite close to our Pamulang market, 5.6 km away and takes about 12 minutes. While the distance from the nearest station is Rawa Buntu station, 5.7 km, with a travel time of 22 minutes.

The Racun Cinta display room (production house) has been registered on google maps, so potential consumers can easily find the location of the Racun Cinta display room (store). In addition to being registered on google maps, the Racun Cinta display room (production house) has also been registered in online motorcycle taxi applications, namely gojek and grab. Outside of housing which is quite far away, there are several vendors or t-shirt stalls with cheap prices and ordinary designs because the quality of the materials and designs are also ordinary, of course the target market is different, namely the middle and lower classes, and differs in terms of quality of materials, sewing and screen printing.

However, in the South Tangerang area, there are several screen printing and convection t-shirt factories that accept orders in small and large quantities at different prices, namely Berkaos.com and ABYAD APPAREL PRO. The distance between Berkaos.com and the Racun Cinta display room (production house) is 7 km and 13 km with ABYAD APPAREL PRO.

In the South Tangerang area, there are also clothing distribution businesses such as Erigo and Thansinsomnia. In contrast to Racun Cinta, which raises the theme of Indonesian diversity and current issues in Indonesia, Brand Erigo is more of an outdoor theme with prices ranging from 30,000 for T-shirts to 686,000 for bombers. Judging from the Erigo website (<https://iprice.co.id/erigo/>), Erigo not only sells clothing distributions (shirts, jeans, jackets, hats and bags), but also electronic, outdoor, household products, toys and children, health and automotive.

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Meanwhile, Thanksgiving Brand is known for its simple and iconic design. By combining the style of graffiti artwork and a touch of street style to create clothing line products and unisex accessories that are unique, fresh and innovative. Not only known as a local clothing line brand, Thanksinsomnia also carries urban streetwear with prices ranging from 30,000 for accessories up to Rp600,000 for the skatedeck. Judging from the website, Thanksinsomnia brand sells t-shirts, shirts, long sleeves, jackets, shorts, trousers, boxers, bags, sandals, hats, watches, skatedecks.

The two brands above have something in common with Racun Cinta, namely they are both in the fashion business in the clothing distribution sector, but their target market is different. Because the two brands above belong to the upper class and have competed in international free trade as one of the Indonesian brands in the world clothing line industry. Therefore, in terms of competition between industries can be said to be strong.

The strategy that needs to be done is to maintain the existing brand image, further optimize the marketing and product advantages of CV Racun Cinta, as described in the product differentiation section.

CONCLUSION

Based on the results and discussion as well as the conclusions that have been described in the previous chapter, from the results of research that has been carried out on CV. Love Poison. So the researchers can draw the following conclusions:

Regarding the strengths, weaknesses, opportunities, and threats owned by CV. Love Poison. The most important strength is having a good brand image. In addition, the main weakness of CV Racun Cinta is not opening partnerships, whether distributors, resellers and so on. Behind the strengths and weaknesses of CV Racun Cinta, there is a threat that becomes the main obstacle, namely the t-shirt business that appears and causes high competition and customers who prefer t-shirts at lower prices. But in this case, CV Racun Cinta does not increase or decrease prices in order to maintain price stability. By taking advantage of market opportunities and focusing on existing strengths, so as to be able to find the best alternative.

The most important alternative strategies based on the IE Matrix, SWOT and Porter's Five Forces Analysis are expected to be able to help companies develop their businesses and increase profits, along with the following alternatives:

1. Take advantage of the legality of the company, either to win tenders, or to apply for cooperation with other craftsmen or businesses.
2. Maintain good relations with tailors, screen printing and craftsmen who are experts in their fields to facilitate the process
3. Further optimizing marketing through all media owned by CV Racun Cinta, especially online media.
4. improving the financial and administrative systems both regarding the total recording of all assets and others.
5. Negotiating the company's organizational structure
6. Improve the marketing system, through promotions and discounts
7. Increase the number of new customers
8. Looking for alternative raw materials of the same quality with relatively cheaper prices
9. Promote promotion through all media, both online and offline
10. Add product innovation by conducting customer surveys tailored to the company's target market

Porter's Five Forces Analysis

1. CV Racun Cinta must make every effort to gain market share by improving services and marketing.
2. Improve quality and maintain product quality. It is also possible to accept suggestions from urban farmers (consumers) without changing the existing characteristics and quality standards.
3. Maximize all potential strengths and opportunities that exist, so that the business being undertaken can survive in the midst of many emerging competitors

4. Improve the existing marketing system, for example such as; because CV Racun Cinta does not open partners such as resellers, distributors and others. So the effort that must be done is to optimize all social media (Instagram, Facebook, Twitter, Line, WhatsApp, web-site), marketplace (Shopee and Tokopedia) and their marketing strategies (through promos, discounts, through more frequent festivals). Second, creating innovations both in terms of products and marketing. For marketing, it can be through education with light concepts to be understood on social media. So the contents of Instagram are not only about products, but also about education, maintaining a good brand image, optimizing marketing and product advantages owned by CV Racun Cinta, as described in the production differentiation section about culture or unique facts that attract consumers to see.
5. Maintaining the existing brand image, further optimizing the role of marketing, optimizing the advantages of products owned by CV Racun Cinta, as described in the product differentiation section.

This research can be used as a reference in determining strategies in the face of business competition. From the weaknesses that exist in the company, it is hoped that it can be anticipated and corrected immediately. Companies can take advantage of opportunities well, in this case by optimizing the role of online media in the form of marketplaces (Shopee, Tokopedia), websites, Instagram, Twitter, Facebook. As well as optimizing offline marketing, namely through sales at festivals and display rooms (production houses). CV Racun Cinta should be able to tidy up the organizational structure. CV Racun Cinta should add employees who specialize in finance so that financial reports are neatly arranged.

CV Racun Cinta should further maximize existing marketing both online and offline, to close the gap because it does not want branches, distributors, resellers or other partners. With the location of display houses (shops and production houses) in densely populated locations, it is hoped that CV Racun Cinta can provide benefits to local residents.

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