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Sustainable Business Model of Shoes Garcel MSME Based on SWOT Analysis and Business Model Canvas

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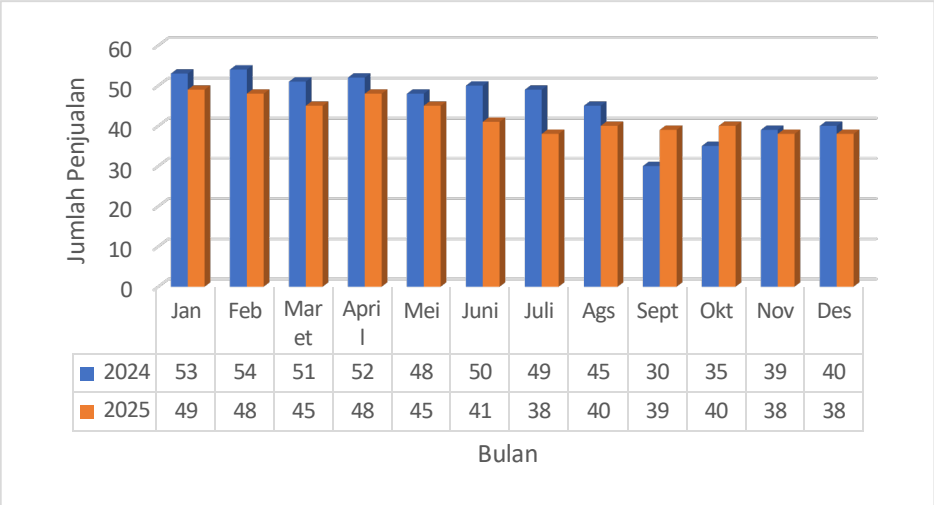
Abstract: This study is motivated by the changing dynamics of Indonesia's creative industry, especially in the footwear fashion subsector, which is important to the economy because of MSMEs, and the growing competition in the Cibaduyut, center of Bandung City. Shoes Garcel is a micro, small, and medium enterprise that produces handmade footwear. From 2024 to 2025, Shoes Garcel experienced fluctuating sales with a declining trend. It needs to carefully review its business plan because of this. The goal of this study is to use the SWOT method along with the IFE Matrix, EFE Matrix, Space Matrix, and Business Model Canvas (BMC) to figure out the company's strategic position and come up with a good business development model. This study employed a descriptive qualitative approach. Data were collected through in-depth interviews with the business owner, observation of the production process, and analysis of sales and operational documents. The study's results suggest that a company with an IFE score of 1.20 has quite significant internal qualities, especially when it comes to the quality of raw materials, design, and range of products. Meanwhile, an EFE score of -2.00 indicates that the company faces significant external pressures, particularly from cheaper substitute products and rising raw material prices. The Space Matrix mapping puts the company in Quadrant IV (Strength–Threat), which means that it should diversify depending on its fundamental strengths. When SWOT and BMC are put together, they make a business model that focuses on making high-quality handmade products stand out, boosting digital marketing, developing strategic partnerships with suppliers and e-commerce platforms, and making the supply chain work better. To sum up, Shoes Garcel long-term success doesn't depend on how quickly it grows. Instead, it focuses on making the product more useful, transferring distribution online, and employing flexible methods to remain ahead of the competition in a crowded market.

Keyword: Business Model Canvas, Centralized Diversification, IFE and EFE Matrix, MSMEs, SWOT Analysis

INTRODUCTION

The creative industry in Indonesia has expanded a lot in the last few years, and Micro, Small, and Medium Enterprises (MSMEs) have been a key part of this growth. The fashion subsector, which includes shoes, has become one of the main drivers because of its high esthetic value and new designs (Fedrerika & Ongkowijoyo, 2024). Bandung is one of Indonesia's creative industry centers, and it has a lot of room for growth in the fashion business. For

instance, people know that the Cibaduyut area is good at creating shoes (Yuniarti et al., 2022) In this situation, Shoes Garcel is a small business that makes and sells shoes in the fashion market. While in Bandung, Shoes Garcel created shoes in a wide range of styles that were made in the area. The MSME did this to stay in business and compete in the creative field, which is getting increasingly competitive.



Source: Processed data

Figure 1. Sales Data For Garcel Cibaduyut Shoes From 2024 to 2025

As Shoes Garcel gets bigger, it needs to deal with tough difficulties that make it hard to keep sales continuing. Sales data for 2024 and 2025 show that Shoes Garcel sales are not steady; they go up and down a lot, which usually means they go down. This reduction in sales suggests that the business strategies for marketing, operations, and the business model that keeps the business operating aren't working as well as they could be.

The management's in-depth interview demonstrates that Shoes Garcel has a lot of strategic capabilities. Some of these are employing high-quality materials, manufacturing products that are in accordance with current trends, having a brand that is highly popular, especially on e-commerce sites, and offering a wide choice of products at reasonable costs.

Shoes Garcel also faces several internal weaknesses, including limited capital, inadequate service quality, weak marketing capacity, dependence on a single supplier, production delays, and customer complaints regarding long shipping times. The company's marketing plan is still not very good. This is comparable to what research has revealed concerning MSMEs: insufficient capital and management problems are common factors that hurt the long-term success of MSME performance in Indonesia (Widnyana et al., 2021).

Digital platforms can help Shoes Garcel increase its market, and marketplaces can help it export. The digital ecosystem can also help MSMEs in the leather and footwear industry grow (Rahmania et al., 2024). There are both chances and dangers. The price of synthetic items is going down, while the price of raw materials is increasing up. This makes the company less competitive. This situation shows that small and medium-sized fashion enterprises are having a harder difficulty competing, especially because there are cheaper and easier-to-find options for customers.

The business is at a crucial phase in its growth cycle because its business model is unstable and its digital marketing is still in its early stages. These traits are in line with research that shows how the limits of digital marketing strategies and the inability to adjust business models might hurt sales growth and the survival of MSMEs in the digital era (Budiarti et al., 2024).

Shoes Garcel needs a comprehensive business performance improvement strategy by integrating SWOT analysis with business model development. Small and medium-sized

enterprises (SMEs) can use this method to find market opportunities that fit their strengths (Rahayu & Diatmika, 2024). Several previous studies have emphasized that SWOT analysis is an excellent strategic tool in the formulation of development strategies for MSMEs (Mochammad. M. Ali, 2020). By carefully identifying strengths, weaknesses, opportunities, and threats, business stakeholders can create plans that are better able to adapt to changes in the market and within the firm.

Research (Fitriyani et al., 2025) shows that using SWOT analysis can help small and medium-sized businesses come up with more accurate and long-lasting competitive strategies. (Firmansyah et al., 2025) discovered that SWOT analysis is crucial for enhancing the precision of strategic decision-making for MSMEs, especially in progressively competitive contexts. (Budiarti et al., 2024) also say that evaluating internal (IFE) and external (EFE) factors while making MSME company strategy improves business performance. These results back up the premise that Shoes Garcel should apply SWOT analysis because sales are going down and there are a lot of synthetic replacements on the market.

The IFE matrix has been proved to help small and medium-sized organizations make strategic decisions. (Sumiarti et al., 2023), for instance, used IFE to find the strengths and shortcomings of Kerupuk Merah SMEs as a way to help them grow their businesses. (Al Qudsi & Rohman, 2024) also came to the same conclusions. They added that figuring out the IFE matrix shows how internal issues determine the path of MSME business strategy. (Herfianti et al., 2020) also showed that the IFE matrix can be used in various types of businesses, including the service industry, to provide a complete picture of how the organization is doing on the inside.

The External Factor Evaluation (EFE) matrix is a strategic analytical tool that helps businesses uncover and evaluate outside threats and opportunities, like changes in the market, competition, technology, and the economy. The EFE matrix lets firms see how successfully they are adapting to changes in the business environment by weighing and scoring each external factor. Research by (Sumiarti et al., 2023) shows that using the EFE matrix in small and medium sized businesses (SMEs) gives them an organized way to look at outside opportunities and threats, which helps them come up with more flexible business growth plans.

(Muhammad Alhadad, 2025) also believes that employing the EFE matrix is highly crucial for keeping track of changes in market trends and competitive pressures. This helps companies make plans that are more accurate and last longer. The EFE matrix is a helpful and useful tool for looking at the outside world, especially for small and medium-sized enterprises that work in fast-paced, competitive sectors.

Previous research (Mulyana & Muttaqin, 2024) suggests that integrating EFE with business model analysis could enhance the accuracy of SMEs' strategies in responding to external changes. Shoes Garcel is located in Cibaduyut, Bandung, an area characterized by intense competition, the presence of imported synthetic products, and changing consumer preferences among younger generations. Therefore, external factor analysis is important for determining the company's strategic direction.

METHOD

This study uses a descriptive technique and a qualitative framework. The study was done on UMKM Shoes Garcel. It included interviews with the owner, seeing the shoe-making process, and looking at sales and operational records to gather data. We performed a SWOT analysis to look at the data and find the business's internal and external parts. Afterward, the identified factors were analyzed using the IFE and EFE Matrices to determine the strategic position of Shoes Garcel. Method triangulation, which entails looking at the outcomes of interviews, observations, and sales records from the company, keeps the data accurate. The informants also check the interview data to make sure that the researcher's understanding is the

same as what they said. Using a structured interview guide to maintain the questions and the way the data is analyzed the same makes sure that the data is accurate.

RESULTS AND DISCUSSION

Results

A SWOT Analysis of Shoes Garcel

Based on the SWOT analysis, the strategic position of Shoes Garcel can be examined in greater depth.

Table 1. A SWOT Analysis Of Garcel Shoes

Internal Factors	
Strength - S	Weak - W
1. Raw Materials	1. Venture Capital
2. Product Desain	2. Services
3. Varians of Product	3. Supplychain
4. Price Perseption	4. Production
5. Brand Image	5. Marketing
External Factors	
Opportunity - O	Threat (Ancaman) - T
1. Overseas Market Expansion	1. Product Substitute
2. Domestic Market Expansion	2. Price of Raw Materials

Source: Data that has been processed

Table 1's SWOT analysis of Shoes Garcel demonstrates that the company has several good things going for it, like good use of raw resources, trendy product designs, a large range of items, and a good price and brand image. But it also has some terrible things going for it, like not having enough money, challenges with the supply chain, production processes, services, and a management system that isn't particularly good yet.

The quality of raw materials, product design, product variety, service, and brand image indicate that Shoes Garcel has the potential to build competitive advantage through product differentiation. This is in line with what (Fedrerika & Ongkowijoyo, 2024) found: that Indonesian small and medium-sized firms (SMEs) need to come up with new products in order to get an edge in the fashion market.

In industries that change quickly, like footwear, design innovation and product differentiation are important for staying competitive. On the other hand, small and medium-sized businesses (SMEs) often have to deal with problems such limited firm capital, supply chain problems, long manufacturing times, and marketing problems. (Widnyana et al., 2021) say that small and medium-sized firms (SMEs) don't do well when they don't have enough money and can't get loans.

(Rahmania et al., 2024) also looked into the leather bags and shoes company and discovered that making the e-commerce ecosystem better can lead to more online sales and new markets. This means that Shoes Garcel can use the internet and online platforms as important ways to get their products out there and boost their marketing. (Budiarti et al., 2024) also found that digital marketing helps MSMEs sell more by getting customers more interested in the brand and making them more aware of it.

Shoes Garcel can use online shopping sites to develop its markets at home and abroad. In addition to opportunities, Shoes Garcel will have to cope with threats including competition from cheaper synthetic materials and the rising cost of raw materials, which will make it more expensive for Shoes Garcel to sell its products. The fact that the market is growing both at home and abroad demonstrates that a strategy focused on growth could succeed.

(Yuniarti et al., 2022) examined Cibaduyut footwear SMEs grounded on Sundanese culture, positing that local identity might function as a value proposition for market penetration at both national and international levels. This strategy will help Shoes Garcel improve its

reputation as a high-quality product with local features. (Darmawan et al., 2024) emphasize that the integration of SWOT and BMC facilitates the development of a more structured growth strategy through the modification of client segments, distribution channels, and critical partnerships.

At the same time, you need to use both defensive and adaptive strategies to deal with problems like replacement products and changes in the prices of raw resources. (Sumiarti et al., 2023) believe that the SWOT framework's IFE and EFE analysis helps businesses figure out how much they are affected by outside influences. This allows them come up with ways to reduce risk in a regulated way. (Fitriyani et al., 2025) also say that small and medium-sized businesses (SMEs) should focus their competitive strategy on improving operational efficiency and making their products and services stand out more to deal with tougher competition.

Recent studies suggest that SWOT and BMC work well together not just as an analytical tool but also as a technique to make strategies based on data. (Fauzi et al., 2025) found that adopting SWOT to make MSME business models better can make value propositions clearer and cost structures work better. (Al Qudsi & Rohman, 2024) claimed that formulating strategies based on SWOT distinctly establishes business growth priorities in a practical and measurable way. The outcomes of the SWOT analysis of Shoes Garcel correspond with empirical research that identifies enhancing product innovation, digital marketing, operational efficiency, and business model integration as the key determinants in increasing the competitiveness of SMEs.

Analysis of the IFE and EFE Matrices

The weights in the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) Matrices were determined based on interviews with the business owner, historical sales data, and market observations. The total weight value is 1, and each factor gets its own weight. The more significant the aspect is for the business's long-term performance, the more weight it gets, and vice versa. The rating is based on how well the aspect has been put into action. There are four different levels of ratings. The scale goes from 1 to 4, with 1 being bad, 2 being okay, 3 being good, and 4 being extremely good.

Internal Factor Evaluation (IFE) Matrix of Garcel Shoes

Table 2. IFE Matrix For Garcel Shoes

Internal Factors	Weight	Rating	Score
Strengths - S			
Raw Materials	0.20	3	0.60
Product Desain	0.20	3	0.60
Varians of Product	0.20	4	0.80
Price Perseption	0.20	2	0.40
Brand Image	0.20	2	0.40
Subtotal-S	1.0		2.80
Weaknesses - W			
Venture Capital	0.20	2	0.40
Services	0.20	2	0.40
Supplychain	0.20	1	0.20
Production	0.20	2	0.40
Marketing	0.20	2	0.20
Subtotal-W	1.0		1.60
Total Skor S - W		**1.20**	

Source: Data that has been processed

Table 2's Internal Factor Evaluation (IFE) Matrix gave a total strength score of 2.80 and a total weakness score of 1.20. The IFE score is 2.80 − 1.60 = 1.20. This result shows that Shoes

Garcel internal strengths are a strong base for the company to support business growth, especially when it comes to product variety (0.80), raw materials (0.60), and product design (0.60). The high level of product differentiation is in line with what (Fedrerika & Ongkowijoyo, 2024) observed, which implies that innovation and product variation are vital for MSMEs in Indonesia's fashion industry to get ahead of their competition. The main strengths of Shoes Garcel are the features of its products and the creativity of its designs. These can be leveraged to make a plan for expansion.

The internal research also suggests that there are a lot of big concerns, especially with the supply chain (score 0.20), working capital, service, and time to make things. These limits show that there are challenges with operations and management that can make a corporation less competitive. (Widnyana et al., 2021) contend that inadequate capital and strategic partnerships often constitute significant barriers for SMEs in improving performance.

Moreover, inadequacies in marketing highlight the imperative for digital transformation. (Budiarti et al., 2024) say that digital marketing has helped small and medium-sized businesses (SMEs) sell more in the digital age. Improving digital channels could be a strategic way to fix these internal problems.

External Factor Evaluation (EFE) Matrix of Garcel Shoes

Table 3. EFE Matrix for Garcel Shoes

Internal Factors	Bobot	Rating	Skor
Opportunities - O			
Overseas Market Expansion	0.35	1	0.35
Domestic Market Expansion	0.65	2	1.30
Subtotal-O	1		1.65
Threats - T			
Product Substitute	0.65	4	2.60
Price of Raw Materials	0.35	3	1.05
Subtotal-T	1		3.65
Total O - T		**- 2.00**	

Source: Data that has been processed

Table 3's External Factor Evaluation (EFE) Matrix shows that the overall opportunity score is 1.65 and the total threat score is 3.65. The difference between opportunities and threats (O – T) earned Shoes Garcel an EFE score of -2.00. This suggests that the dangers from outside the organization are still worse than the opportunities it has. Shoes Garcel needs the right strategy to handle competition and shifts in the industry.

The biggest risks come from alternatives (2.60) and the rising cost of raw materials (1.05). This implies that there are a lot of businesses that create similar things, which makes the Cibaduyut shoe market quite competitive. These findings are consistent with the research conducted by (Yuniarti et al., 2022), which clarifies that the Cibaduyut footwear industry faces considerable competition and the challenges related to market modernization. (Fitriyani et al., 2025) also say that small and medium-sized firms (SMEs) need to use SWOT to come up with competitive strategies to deal with outside problems that are increasingly harder to solve.

The EFE score of -2.00 means that the company hasn't made the best use of the chances that are accessible to it from outside. Even though there are prospects for market growth at home and internationally, Shoes Garcel still has to deal with big concerns from cheaper alternatives and the rising cost of raw materials. (Rahmania et al., 2024) looked into the online bags and shoes market and discovered that making the digital ecosystem stronger can assist small businesses obtain more customers and get their items to more areas. So, Shoes Garcel

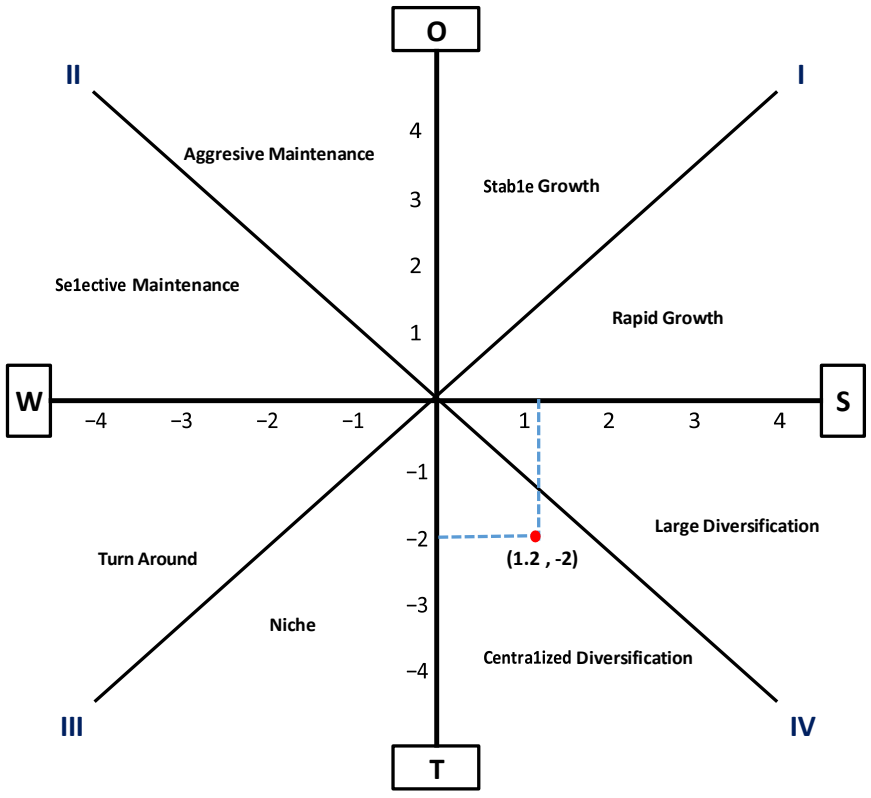
might use its strengths in product design and variety to break into the online market and extend its distribution through small-scale exports or marketplaces.

The corporation is in a strong internal position since the IFE results are good and the EFE results are awful. However, it is under a lot of external pressure (via a diversification plan or a defensive-aggressive strategy). Shoes Garcel might become more competitive in the face of threats in the industry by strengthening its digital marketing skills, making its supply chain more efficient, and making its products stand out via innovation.

Analysis of the SWOT Matrix Space Diagram

The IFAS matrix analysis showed an internal factor score of 1.20, while the EFAS matrix analysis, which looks at chances and dangers from the outside world, showed a value of -2.00. We used the results of the IFE and EFE Matrix calculations to insert Shoes Garcel strategic position into the SWOT Matrix Space Diagram.

The Y-axis indicates the difference between opportunities and threats (O – T), and the X-axis represents the difference between strengths and weaknesses (S – W). The coordinates for Shoes Garcel are (1.20; -2.00), which is where these two numbers put them. The SWOT Matrix Space Diagram shows that this point is in Quadrant IV, which means it is in a Strength-Threat (S-T) state. This indicates that Shoes has some excellent things about it, but it also has some huge drawbacks. Due to these circumstances, Shoes Garcel must engage in focused diversification. The company is in horrible shape, therefore it needs to be managed carefully if it wants to be in business for a long time.



Source: Data that has been processed

Figure 2. The SWOT Space Matrix Diagram of Garcel Cibaduyut Shoes

Quadrant IV in the Space Matrix shows a situation where the organization has significant internal strengths but is being pushed to make strategic adjustments through connected or

concentrated diversification by outside factors or changes in the industry. The business is still growing in its major area of competence.

The centralized diversification technique is based on the premise that the corporation should make new products or start other lines of business that are closely related to its main operation. For Shoes Garcel, diversification doesn't mean leaving the shoe business. Instead, it means adding other sorts of shoes, such high-end custom shoes, limited-edition handcrafted leather shoes, leather purses, belts, wallets, or even a range of eco-friendly leather-based products. This method is in line with what (Fedrerika & Ongkowijoyo, 2024) found, which is that new fashion items help small and medium-sized enterprises get ahead of their competitors.

Additionally, centralized diversification can be attained through the integration of digital centric business models. (Rahmania et al., 2024) discovered that improving the e-commerce ecosystem in the shoe and bag business helps with distribution and market growth. Shoes Garcel can make a sub-brand for a specific market or a unique online product line without losing the main brand's personality. (Darmawan et al., 2024) argue that combining SWOT and the Business Model Canvas is a good idea.

The outcomes of the SWOT analysis should lead to new ideas for value proposition and channel strategy. From a management point of view, there are a few critical things to do in Quadrant IV. First, produce items that are different from the competition by using different designs and high-quality materials. Use Cibaduyut's workmanship to your advantage at the same time, since (Yuniarti et al., 2022) say that local culture is a strategic resource.

Second, more focused market segmentation, like targeting millennials and Gen Z with designs that are in style and digital branding initiatives. (Budiarti et al., 2024) also agree that using digital marketing can help MSMEs sell more.

Third, companies should strengthen their strategic alliances with high-quality raw material suppliers and digital distribution platforms to reduce the danger of price competition. (Widnyana et al., 2021) discovered that collaborations and access to funding significantly influence the performance of SMEs.

Fourth, (Sumiarti et al., 2023) suggest that it is vital to do regular evaluations using the IFE and EFE methods to make sure that diversity stays within the company's strengths. In general, being in Quadrant IV (Centralized Diversification) means that Shoes Garcel is going through a big change in its internal strategy. However, it needs structured innovation to deal with outside challenges.

Instead than trying to grow quickly without a plan, the best thing to do is to focus on your core strengths, relevant product innovation, digitalizing distribution, and building a brand in your area. This manner, the business can stay competitive in the Cibaduyut shoe market, which is becoming more and more competitive, while also minimizing its strategic risks.

Business Model of Garcel Shoes

The SWOT, IFE, and EFE tests show that Shoes Garcel is in Quadrant IV (Strength–Threat). The IFE score is 1.20 and the EFE score is -2.00. This suggests that the company has rather good internal strengths, especially when it comes to raw materials, product design, and product variety. But it needs to deal with a lot of outside pressure, like cheap alternatives and rising costs of raw materials.

The growth strategy that has been put in place is not supposed to cause a lot of growth. Instead, it is aimed to make the business more competitive by improving the quality of its products, making tiny adjustments to their design, and creating better ties with customers. The Business Model Canvas (BMC) Shoes Garcel Table 4 explains how these two methods can be used together (Febrilia et al., 2019).

Tabel 4. Business Model Canvas of Garcel Shoes

Key Partner	Key Activities	Value Propisition	Customer Relations	Customer Segments
• Premium Raw Materials Supplier • Local Craftmen • Platform e-commerce • Logistic Partners • MSME Financing Institutions	• Product Design & Innovation • Production Management • Quality control • Digital Marketing • Supplchain Management **Key resources** • Expert Craftsman • Brand Image • Creative Design • Supplier Partnes • Digital Assets	Limited Edition for Important Person	• Social Media Interaction • Preorder Services • After Sales Service • Loyalty Program **Channels** • Market place (shoppe, tokopedia, Tiktok shop • Instagram & Tiktok • Offline Store • Limited Reseller	• Millenial & Gen Z • Local Product Lovers • Middle Class Segment • Marketplace Consumers

Cost Structure	Revenue Stream
• Raw Materials • Labours • Digital Marketing • Logistic • Offline Store Operation	• Regular Product Sales • Product Premium Custom • Limited Edition Products • Bundling Products • Pre-order system

Source: Data that has been processed

People use the Business Model Canvas (BMC) approach to help them make more detailed strategies. (Darmawan et al., 2024) say that combining SWOT and BMC makes it easier to turn strategic analysis into an operational business model architecture. (Amour et al., 2024) noted something similar that BMC helps MSME businesses grow faster and better.

The nicest part about Shoes Garcel is that they use high-quality leather and styles that are in vogue to make their items stand out. (Fedrerika & Ongkowijoyo, 2024) say that product innovation is the missing component in the Indonesian MSME fashion company that may help them get ahead of the competition.

The value proposition for Shoes Garcel is that they are crafted by hand in Cibaduyut, are high-end custom and limited edition, are made of real leather, and are sold as a high-end local product. The resource-based view (RBV) approach claims that things that are hard to imitate, including artisan skills and local branding, give you an edge. This plan goes along with that idea.

Segmentation is for city-dwelling millennials and Gen Z who like to buy items created nearby that are of excellent quality. (Rahayu & Diatmika, 2024) show that MSMEs can be much more competitive if they focus on the market and have good marketing skills.

To fix the marketing concerns highlighted in the IFE, Shoes Garcel needs to make its digital channels better by using social media and online stores. (Rahmania et al., 2024) shown that improving the e-commerce ecosystem in the bag and shoe industry leads to better market penetration and distribution efficiency. The omnichannel approach, which combines online and offline shopping, is a growth-oriented strategy that keeps loyal to the footwear industry's main assets (Pratama et al., 2023).

The organization needs to strengthen its ties with suppliers because the price of raw materials is going up (score 1.05 in EFE). (Widnyana et al., 2021) say that access to capital and strategic contacts have a big effect on how well SMEs do. Agreements with e-commerce platforms and logistics partners are just as important as agreements with suppliers when it comes to making distribution more efficient and expanding the national market.

High external pressure (substitute product score 2.60) requires both cost-effectiveness and a wider range of income sources. (Fitriyani et al., 2025) say that small and medium-sized firms (SMEs) need to use both differentiation and operational efficiency in their competitive strategy. Regular products, unique premium products, limited edition products, and bundling leather accessories are all ways to make money that are offered. This is an example of centralized diversification, which means that the footwear business maintains strong in its core areas.

This study theoretically supports the conclusions of (Fauzi et al., 2025) that the development of a SWOT-based Business Model Canvas (BMC) enhances the clarity of value propositions and cost structures for small and medium-sized firms (SMEs) (Ratnasari & Sunarto, 2021). This idea indicates that fashion industry small and medium-sized firms (SMEs) don't have to fight over prices. Instead, companies might be able to continue in business by focusing on quality, using digital distribution, and making smart partnerships.

Discussion

The overall results of the SWOT analysis, IFE, EFE, Space Matrix, and the creation of the Business Model Canvas for Shoes Garcel Cibaduyut show that the company needs to change its strategy (centralized diversification) while still relying on its core competencies.

Quadrant IV (Strength–Threat) suggests that the corporation has some strong features on the inside, such the quality of its raw materials, the design of its products, and the range of its products. But it also has a lot of outside pressure, including cheaper alternatives and growing costs of raw resources. So, instead of focusing on quick expansion, management should focus on making Cibaduyut's product distinction stronger by stressing quality and craftsmanship as a competitive edge that is hard to replicate.

In practice, this means that they will create high-end product lines, custom-made items, limited editions, and look into manufacturing leather-based products like bags or accessories that are still in their area of expertise. This idea enables the company make more money without beginning a price war.

Also, issues with the supply chain, marketing, service, and not having enough money show that the management and operational systems need to be improved. To keep pricing constant and raw materials available, management needs to make strategic alliances with suppliers. They should also look into securing MSME finance to increase their working capital.

Digital transformation is now a top aim for marketers. You need to maintain making your marketplaces, social media, and content strategies better by telling tales about the importance of handmade goods and Cibaduyut's local identity. This will help more people learn about your brand and buy your products. This is especially crucial for millennials and Gen Z. Another significant point is that businesses may reach more clients and make their experience better by using both physical storefronts and internet platforms.

Management should also utilize the IFE and EFE matrices to keep an eye on how well things are doing inside and outside the company on a frequent basis. This is a strategic control tool that lets management respond to changes in the industry in a way that can be assessed and changed.

CONCLUSION

Based on the results of the study, Shoes Garcel MSME is in an aggressive strategy position and has a strong strategic position based on the SWOT, IFE, EFE, and SPACE matrix

analysis. This role demonstrates the company's capacity to leverage external opportunities to enhance business growth and sustainability by leveraging its internal capabilities. This study's fusion of SWOT analysis with the company Model Canvas offers a thorough method for creating company strategies and enhancing the structure of the business model (value proposition). Strengthening the value proposition, growing customer segments, enhancing digital marketing channels, cultivating customer relationships, fortifying important partnerships, and optimizing important resources and activities are just a few of the strategic improvements that were found through the creation of the Business Model Canvas. Therefore, MSMEs can increase their competitiveness, long-term growth, and business sustainability by integrating strategic analysis and business model creation.

This research additionally adds to the theoretical framework by showing that SWOT analysis can be combined with the Business Model Canvas to assist not only in creating strategies but also in innovating and advancing business models within MSMEs. From the viewpoint of management, the findings of this research can serve as a guide for MSME proprietors, particularly in the footwear sector, in crafting business strategies and models aimed at enhancing competitiveness and long-term viability. It is suggested that future studies should engage a larger number of MSMEs, employ quantitative methods, or analyze multiple MSMEs within comparable sectors to achieve more thorough research findings.

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