

FEASIBILITY ANALYSIS OF T-SHIRT CONVECTION BUSINESS USING THE SWOT METHOD IN MSMES IN SIDOARJO REGENCY, TAMAN, MENANGGAL DISTRICT

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Abstract: The trend of fashion shopping in Indonesia has increased during the Covid pandemic. This has caused many business actors to take advantage of online business opportunities that have become a trend in the current business world. This study describes how to analyze business feasibility using the SWOT method and what factors influence business feasibility based on SWOT. In SWOT analysis, there is an internal environmental analysis, namely strengths (Strength) and weaknesses (Weakness) as well as an external environmental analysis, namely opportunities (Opportunity) and threats (Threat). To overcome these difficulties, the data analysis techniques used in this study are using SWOT analysis, IFAS Matrix, EFAS Matrix and SWOT Matrix. This study uses primary data, with observation and interviews. The results of the study obtained *Strength* (strength) namely good quality, affordable prices, excellent service, strategic location and environment and product variants. From the results of the calculation of the strength matrix 3.8. *Weakness* (weakness) obtained a value of 3.58. *Opportunity* (opportunity) obtained a value of 3.04. *The Threats* score was 2.94. Therefore, the overall strategy can be identified by maximizing opportunities, minimizing weaknesses, using strengths as a fundamental element in business planning, and suppressing existing threats to the t-shirt convection company for the company's future sustainability.

Keywords: *business feasibility analysis, SWOT method, IFAS and EFAS matrices*

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1. Introduction

The fashion shopping trend in Indonesia has increased during the COVID-19 pandemic. Many entrepreneurs are capitalizing on the online business opportunities that have become a trend in the current business world. The growth of online stores and online shopping sites offers numerous conveniences for potential customers, allowing them to shop online through mobile devices. The convenience and security of online businesses have further contributed to the development and growth of online businesses in Indonesia. Since the advent of e-commerce, sellers and buyers can conduct transactions without having to meet in person. Indonesians are increasingly conducting transactions through *e-commerce*, as it is considered more effective and efficient.

The clothing convection chosen is T-shirts because the most popular ready-made clothing is t-shirts. This convection business also requires special attention and must be

supported by accurate information, so that there is a mutual connection between small and medium business actors with the element of business competitiveness, namely the market network. As a form of individual business and included in the type of industrial business, convection is one business option for people who do not have large capital, which is expected to increase community income and family income. Market segment analysis emphasizes market opportunities, entrepreneurs also need to spend a little time (Hamdani, 2007). There are several aspects that need to be done to determine the feasibility of a business, namely legal aspects, market and marketing, financial research, engineering, management, socio-economic research and environmental impact (Adyana, 2020).

Clothing manufacturers typically produce clothing in large quantities, for example, 1,000 standard-sized T-shirts per production run. To create the patterns, garment manufacturers use specialized equipment. Furthermore, the fabric cutting process is slightly different, as garment manufacturers use specialized cutting machines that can produce dozens or even hundreds of patterned pieces in a single cut. Clothing businesses can be categorized (Ilmi & Nurusholih, 2019) into individual tailoring businesses, ateliers, boutiques, and garment factories.

Located in Taman District, Menanggal, Sidoarjo Regency, this home-based garment manufacturing company produces fashion products such as t-shirts, jackets, shirts, sweaters, hoodies, and more. The company produces based on customer orders. To ensure the best customer service, the company is required to fulfill orders on time. These requirements also require a robust management system and machine tools. To meet customer demands, the company must implement the best strategies to meet future demand.

Analysis is defined (Komariah, Aan; Satori, 2020) as the ability to break down or decompose information or material into smaller components. Analysis is a difficult undertaking and must be aligned with the research being conducted (Sugiyono, 2015). According to (Kasmir, 2015) the stages of a business feasibility study, it must be conducted correctly. A SWOT analysis is an analytical method used to evaluate the strengths, weaknesses, opportunities, and threats involved in an organization, plan, project, person, or business activity. This SWOT analysis method can analyze and create sound strategies for future business (Sastra HY; Didi A, Cut K, 2022 Journal of Industrial Science and Technology JisAT). A SWOT analysis is a strategic planning tool that helps organizations identify their internal strengths and weaknesses, as well as external opportunities and threats. It provides a systematic way to evaluate a company's market position and make decisions about its future. The acronym SWOT stands for Strengths, Weaknesses, Opportunities, and Threats (Phadermrod et al., 2019). Conducting a SWOT analysis requires information about the company and its external environment. This can be done through research, stakeholder interviews, and data analysis such as financial statements and market research (A. Samad et al., 2020). This information is then used to create a SWOT matrix, a grid that organizes data into four categories: strengths, weaknesses, opportunities, and threats. A company's strengths might include its brand recognition, strong financial position, or talented workforce. Weaknesses might include a limited product range or a lack of geographic diversity. Opportunities might include expanding into new markets or introducing new products, while threats might include increased competition or regulatory changes (Benzaghta et al., 2021). This can involve identifying potential areas for improvement, such as addressing weaknesses or leveraging strengths, as well as identifying and pursuing new opportunities (Wiara Sanchia Grafita Ryana Devi et al., 2022). From the description above, we can see that clothing trends have developed rapidly and have become part of people's lifestyles. Businesses offering

ready-to-wear clothing production services are increasingly numerous. A feasibility analysis of a T-shirt convection business using the SWOT method can help avoid mistakes that could negatively impact business progress, including decision-making, and minimize the risk of failure in achieving a successful business. In this study, several factors were used to formulate the research problem, including:

What are the factors that influence business feasibility based on Strengths, Weaknesses, Opportunities, and Threats and how to analyze business feasibility using the SWOT method?

2. Literature Review

2.1. Business Feasibility Analysis

A business feasibility analysis is a crucial factor that can serve as a valuable reference for entrepreneurs in assessing the potential of a business. There are at least two types of analysis that can be conducted: production analysis and market segment analysis. Production analysis focuses more on production costs and the costs associated with monitoring economic news, which can provide information and data for the two additional analyses that determine the final price of a product. Market segment analysis places more emphasis on market opportunities. Furthermore, entrepreneurs need to dedicate some time to this analysis (Hamdani, 2007).

Meanwhile, analysis is an activity that consists of a series of activities such as, breaking down, differentiating, sorting something to be regrouped according to certain criteria and then looking for connections and then interpreting its meaning. The definition of analysis can also be interpreted as an effort to observe something in detail by breaking down its constituent components or arranging these components for further study. There are also those who consider the meaning of analysis as the ability to break down or break down information or material into smaller components so that it is easier to understand and explain. Meanwhile, according to experts as follows, analysis is an activity to find a pattern, besides that analysis is a way of thinking related to systematic testing of something to determine parts, relationships between parts and their relationship to the whole (Sugiyono, 2015).

2.2. Convection Business

A garment manufacturing business is a business that manufactures clothing or other clothing items on a mass scale to generate income, whether through a group or individual operation. In many sources, this type of garment manufacturing is also referred to as *a home industry*. The product of this type of garment manufacturing business is ready-made clothing.

According to Ilmi (2019), clothing businesses include individual tailoring, *ateliers*, boutiques, and garment factories. Meanwhile, clothing businesses that don't produce clothing include sewing courses and clothing intermediaries. A garment factory is a ready-to-wear clothing company. This business operates on a large scale, producing items in standard sizes (S, M, L, and XL) in large quantities.

2.3. SWOT Methods

A SWOT analysis is an analytical method used to evaluate the strengths, weaknesses, opportunities, and threats involved in an organization, plan, project, person, or business activity. A SWOT analysis is a strategic planning tool that helps organizations identify their internal strengths and weaknesses, as well as external opportunities and threats. It provides a systematic way to evaluate a company's market position and make decisions about its future.

The acronym SWOT stands for Strengths, Weaknesses, Opportunities, and Threats (Phadermrod et al., 2019).

According to Phadermord (2019), a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a business strategy tool for assessing how an organization compares to its competitors. The four sections of a SWOT analysis identify internal and external considerations. Strengths refer to internal elements of an organization that facilitate the achievement of its goals, while weaknesses are internal elements that hinder its success. Opportunities are external aspects that help an organization achieve its goals. These include not only positive environmental aspects but also opportunities to address gaps and initiate new activities. Threats, on the other hand, are aspects of an organization's external environment that pose obstacles or potential barriers to achieving its goals.

3. Research Methods

This study uses the research problem formulation to determine the factors influencing business feasibility based on Strengths, Weaknesses, Opportunities, and Threats, and how to analyze business feasibility using the SWOT method. The population in this study is the owner and all employees of the company. The sample size is 5 employees and 5 buyers.

The collection method in this study uses primary data, namely as follows:

1. Observation is a data collection technique conducted by directly observing the research location. In this study, the production process, sales mechanisms, and financial management within the company were the subjects of observation.
2. Interviews are a data collection technique carried out to obtain information directly by asking questions to stakeholders such as business owners, employees and buyers.

In this study, the areas of interest for interviews were those related to the sales system, production system, and business management to improve their performance. The data processing method used in this study was a SWOT analysis. A SWOT analysis was used to map out the company's clothing manufacturing business.

Table 1. SWOT Identification

SWOT Identification	SWOT factors
Strengths	1. Providing good service 2. Stabilizing market demand 3. Local community culture
Weakness	1. Limited number of employees 2. No <i>offline stores</i> 3. Processing of waste fabric scraps
Opportunity	1. A promising business in the future 2. High interest in the convection business in society 3. High level of market demand in online business
Threats	1. High level of competition 2. There are often delays in raw materials

The following are the stages of SWOT analysis:

1. IFAS Matrix (Internal Strategic Factor Analysis Summary)

The IFAS Matrix is designed to formulate internal strategic factors within a Strengths and Weaknesses framework. The weighted scores are summed to obtain a total weighted score

for the company in question. The total score indicates how the company responds to its internal strategic factors.

2. EFAS Matrix (External Strategy Factors Analysis Summary)

The EFAS Matrix is designed to determine the external strategic factors within the Opportunities and Threats framework. Add up the weighted scores to obtain a total weighted score for the company in question. The total score indicates how the company responds to its external strategic factors.

The analysis of the results in this study shows that the SWOT method is essential when starting a new business. It is useful for identifying the strengths and weaknesses of the business plan so that the company can develop the right strategy. This SWOT analysis is conducted to match the strengths and weaknesses of the clothing convection business plan, and then determine strategies to capitalize on opportunities and address threats in the clothing convection business market.

4. Results and Analysis

Data Presentation and Processing

From the results of data collection carried out through observation and interviews, the following results were obtained:

Table 2. IFAS weighting for t-shirt convection business

Internal Factors	Weight	Rating	Score (Weight x Rating)
1. Strength:			
a. Good quality	0.21	4	0.84
b. An affordable price	0.21	4	0.84
c. Excellent service	0.19	3.6	0.68
d. Strategic location and environment	0.2	3.8	0.76
e. Product variants	0.19	3.6	0.68
Sub-Total:	1	19	3.8
2. Weaknesses:			
a. Lack of experience	0.19	3.4	0.65
b. Venture capital	0.19	3.4	0.65
c. Not widely known	0.2	3.6	0.72
d. Limited number of employees	0.22	3.8	0.84
e. Waste treatment	0.2	3.6	0.72
Sub-Total:	1	17.8	3.58

Table 3. EFAS weighting in t-shirt convection business

External Factors	Weight	Rating	Score (Weight x Rating)
3. Opportunities:			
a. Technological development	0.22	4	0.88
b. Increase the number of market demands	0.22	4	0.88
c. Minimal competition	0.17	3.2	0.54
d. Lifestyle changes	0.19	3.6	0.69
e. Internet usage	0.2	3.8	0.05
Sub-Total:	1	18.6	3.04
4. Threats:			

a. High material and production costs	0.35	3	1.05
b. The existence of competitors with large human resources	0.35	3	1.05
c. More senior competitors	0.3	2.8	0.84
Sub-Total:	1	8.8	2.94

The analysis used in this study uses the SWOT method, which provides a framework to help planners identify each strategy in achieving goals. A SWOT analysis is an analysis of an organization's internal and external conditions, used as a basis for designing a company's development strategy and product work program. The SWOT matrix can clearly illustrate how the external opportunities and threats faced by a company can be aligned with its strengths and weaknesses (Rangkuti, 2015).

A SWOT analysis is essential when starting a new business. It helps identify the strengths and weaknesses of the business and enables the company to design the most appropriate strategy. This SWOT analysis is conducted to compare the strengths and weaknesses of company management and then determine strategies for capitalizing on opportunities and addressing threats in the t-shirt convection market.

Table 4. Internal and external factors SWOT

Internal Factors	External Factors
1. Strength - Good quality - An affordable price - Excellent service - Strategic location and environment - Product variants	3. Opportunities - Technological development - Increasing number of market demands - Minimal competition - Lifestyle changes - Internet usage
2. Weakness - Lack of experience - Venture capital - Not widely known - Limited number of employees - Waste management	4. Threats - High material and production costs The existence of competitors with large human resources - More senior competitors

Company Organization and Personnel Analysis

Organizational structure is a key factor in running a company. It is the arrangement and relationships between each division and position within an organization or company as it carries out operational activities to achieve its goals. The clothing manufacturing business has the following organizational structure:

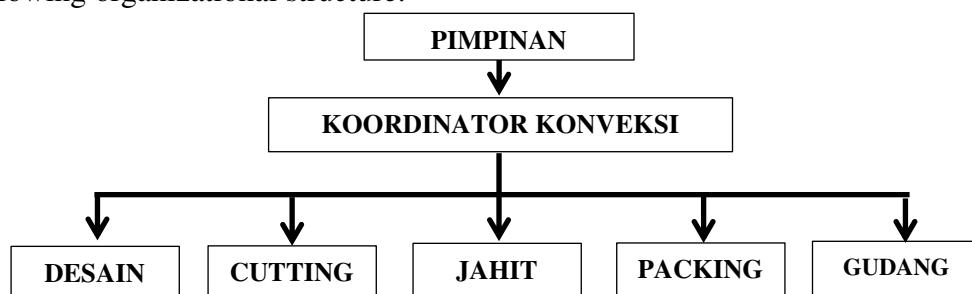


Figure 1. Organizational Structure

1. Company Personnel Description

The job description of each convection employee from each position section, along with the functions and duties in the organizational structure above, is as follows:

a. Leader / Owner

The duties of a convection business owner are to organize system management in the convection business, recruit new employees, determine and create appropriate SOPs, maintain relationships between employees, manage employee salaries, ensure the company's SOPs run well, evaluate employees, review daily and monthly sales and spending reports, procurement of raw materials, monitoring daily sales and spending reports, as well as annual reports that have been prepared by the coordinator, maintaining good relationships with suppliers and ensuring product quality remains good according to consumer demand.

b. Convection Coordinator / PPIC

The coordinator's job is to oversee all production issues, machinery issues, and internal company issues. A coordinator will also interact directly with customers. As the second-in-command of the garment company's management, the coordinator is obligated to always be friendly to customers, foster good relationships, and assist with daily sales reports.

c. Design

The task of design is to draw the model of the t-shirt that will be produced, each season or theme that must be determined by the design, determine the time needed to complete the production of the t-shirt, develop a design that suits the consumer's wishes.

d. Cutting

The task of *the cutting /cutting* officer is to cut the newly arrived fabric and then it must be given to the sewing section for further processing.

e. Sew

The tailor's job is to manage the processes involved in making t-shirts. They must operate sewing machines to produce quality products, be fully responsible for all production targets, and maintain a safe work environment.

f. Packing

The task of packing is to organize all the finished t-shirt production results from the sewing process, check and examine all the quality of the t-shirts before they are sold on the consumer market.

g. Warehouse

The warehouse's duties include being responsible for storing finished products, cleaning storage areas, and checking incoming and outgoing products for reporting.

2. Employee Performance Evaluation and Control

Performance evaluations are conducted as a form of organizational development based on employee performance. Evaluations are generally conducted by management, using self-assessments or *feedback* from colleagues and consumers within the company. Performance evaluations within the company are conducted through management assessments, input from the store's convection coordinator, and direct assessments from consumers. Consumers can provide criticism and suggestions directly via WhatsApp messages and comments on the store's social media accounts. The results of these assessments will be collected and then evaluated by all company employees, including management, as a form of follow-up for future improvement efforts. Evaluations will be conducted every six

months, and every three months will be reviewed by the convection coordinator or direct management. In addition to the evaluation process, another important aspect of an organization is employee control. Employee control is essential to ensure employees adhere to company-established SOPs and comply with regulations. Good control certainly has significant benefits for maintaining business continuity and achieving good business targets going forward. The employee control process includes the following:

a. Performance Monitoring

Performance monitoring will be carried out by the garment company owner, directly supervising the performance of all employees to ensure they comply with applicable SOPs. The owner will also conduct indirect monitoring by receiving reports from other employees and direct assessments from consumers.

b. Reward and Punishment

The company will provide prizes/ *rewards* in the form of bonuses as a form of dedication and work appreciation if turnover exceeds the target set by the company.

The company will also impose *punishment* in the form of salary deductions if employees commit errors that cause losses to the company. If performance declines, the garment company will issue repeated warnings but the employee fails to improve, then the employee will be terminated. Other negative behavior, such as stealing or committing other crimes, will require immediate termination.

IFAS and EFAS Factor Weighting

1. *Internal factor analysis strategy* (IFAS) weighting. In a SWOT analysis of a t-shirt convection business the internal and *controllable factors* are *Strengths* and *Weaknesses*. The weighting can be seen in Table 4.1 above. Based on the data in Table 4.2 of the IFAS matrix above, it can be seen that the rating weighting of the internal strategic factors of the t-shirt convection company was carried out to determine how much the factors impact the strategic factors themselves. The weighting of the strategic factors in the table is obtained from the total score of *Strengths* of 3.8 and the total score of *Weaknesses* of 3.58, so that the total number of internal factors or factors that can be controlled by the t-shirt convection company is 0.22. The purpose of this rating is to provide a scale ranging from 4 to 1 based on these factors. Therefore, it can be concluded that the t-shirt convection company has a total value that shows how the business reacts to its internal strategic factors.

2. *External factor analysis strategy* (EFAS) weighting. In a SWOT analysis of a t-shirt convection business the internal and *uncontrollable factors* are *Opportunity* and *Threats*. The weighting can be seen in table 4.2 above. Based on the data in table 4.3 of the EFAS matrix above, it can be seen that the rating weighting of the external strategic factors of the t-shirt convection company was carried out to determine how much the factors impact the strategic factors themselves. The weighting of the strategic factors in the table is obtained from the total score of *Opportunity* of 3.04 and the total score of *Threats* of 2.94, so that the total number of external factors or factors that cannot be controlled by the t-shirt convection company is 1.0. The purpose of this rating is to provide a scale ranging from 4 to 1 based on these factors. Therefore, it can be concluded that the t-shirt convection company has a total value that shows how the business reacts to its external strategic factors.

SWOT Calculation Results

Based on the results of the calculations carried out through SWOT analysis, the final values of internal and external factors are obtained as follows in the table:

Table 5. Total SWOT Matrix Score

No	SWOT Dimensions	Total Weighted Score
1.	Strength	3.8
2.	Weakness	3.58
3.	Opportunity	3.04
4.	Threat	2.94



Based on the table above, the overall strategy can be identified by maximizing opportunities, minimizing weaknesses, using strengths as a fundamental element in business planning, and mitigating existing threats to the t-shirt convection company for the company's future sustainability. (Nazelia, 2021) states that external changes will impact opportunities and threats, while internal factors will influence strengths and weaknesses. The external and internal matrices will then be presented in the form of a SWOT matrix model to determine marketing strategy planning according to the current conditions.

Sonia et al. (2020) stated that the use of IFAS and EFAS showed that the analysis of internal environmental conditions through IFAS showed the highest value compared to EFAS, namely the threat factor. Meanwhile, the strength factor was the highest point in the assessment.

Thus, the strategic decision-making process is always related to the development of the company's mission, objectives, strategies, and policies. All strategic planning must be analyzed through the company's own strategic factors (*Strengths, Weaknesses, Opportunities, Threats*). After determining the internal and external factors, the next step is to determine the marketing strategy for the T-shirt convection business, which is analyzed using SWOT. To achieve external opportunities, strategic locations can be utilized to attract consumers (Jamjuri et al., 2022).

Marketing Plan Analysis

Marketing planning is the process of designing and making marketing decisions. Marketing plans are developed in detail for each business, product, and brand. Marketing plan analysis is necessary for effective, efficient, and targeted marketing. Therefore, marketing planning must be well-planned.

One of the key elements of a good marketing process is conducting a thorough market analysis. Market analysis is a calculation used to study various market issues. Market analysis is essential when planning a business. The purpose of market analysis is to understand market characteristics, consumers, competitors, market share, and market developments. Aspects that must be considered in market analysis are market segmentation, target market, market positioning, and marketing strategy.

5. Conclusion

Based on the research results and theoretical discussions that support the feasibility analysis of a T-shirt convection business using the SWOT method in Taman, Menanggal District, Sidoarjo Regency, the following conclusions can be drawn regarding the various SWOT factors in running a T-shirt convection business:

- a. *Strengths* include good quality, affordable prices, excellent service, strategic location and environment, and product variety. The strength matrix yields a score of 3.8.
- b. *Weaknesses* include lack of experience, lack of business capital, lack of exposure, limited number of employees, and minimal waste management. The weakness matrix yielded a score of 3.58.
- c. *Opportunities* include current technological developments, increasing market demand, lifestyle changes, and increasingly advanced internet usage. The opportunity matrix calculation yields a value of 3.04.
- d. *Threats* include high raw material and production costs, the presence of competitors with larger human resources, and more senior competitors. The threat matrix calculation yielded a score of 2.94.

The data collection method in this study uses primary data, namely observation. This is a data collection technique using observation conducted directly at the research location. This is to directly understand various aspects related to the sales process. In this study, the production process, sales mechanisms, and financial management in the company are the subjects of observation. The interview process is a data collection technique used to obtain information directly by asking questions to stakeholders such as business owners, employees, and buyers. In this study, the topics that need to be interviewed are those related to the sales system, production system, and business management to improve business performance. A business analysis is the first step in assessing the journey of a new t-shirt convection business. This analysis can reveal the organized steps necessary to ensure the successful and smooth implementation of the opportunities outlined in the business plan. The matrix calculation then identifies the overall strategy, which will maximize opportunities, minimize weaknesses, utilize strengths as a foundation for business planning, and mitigate threats to the t-shirt convection company for the company's future sustainability.

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