

From Analysis to Strategy Formulation for Apparel Startup

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Abstract

The apparel industry is always needed by consumers as part of the basic human need for clothing. This study aims to identify internal factors, external factors and formulate strategies of alternative and priorities in developing apparel startups Crux Project. This research used a single case study on a Crux Project of an apparel startup. The analysis used in this research was Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal-External (IE) matrix; Strengths, Weaknesses, Opportunities, and Threats (SWOT) matrix; and Quantitative Strategy Planning Matrix (QSPM). The results of the IE matrix analysis place the position of the Crux Project in quadrant I as a growing and developing position. The results of the analysis of alternative strategies using a SWOT matrix reinforced by strategic priority analysis from QSPM recommends strategic choices in the form of building a clothing manufacturer brand, supplying clothing startups, and producing clothing independently.

Keywords:

Apparel, Crux Project, Startup, Strategy formulation, Strategic planning

1. Introduction

Economic growth in Indonesia is characterized by an increase in public spending. Retail shopping generally uses disposable shopping bags and plastic bags. This leads to a build-up of waste and environmental damage. Some local governments in Indonesia responded to the problem by establishing regulations on restrictions on single-use shopping bags and restrictions on the use of plastic bags (Rahmatika, 2020).

One solution to the problem of using disposable shopping bags and plastic bags is to replace other shopping bags. Entrepreneurship can be a solution to a problem by taking advantage of opportunities to meet market needs (Hastuti et al., 2020). Crux Project as an entrepreneurial startup engaged in convection was born with the idea to fill the gap in the market. Crux Project provides a variety of plastic bag replacement accessories such as tote bag for office workers, businessman, students, organizations, and communities. By using high-quality materials and carrying the concept of sustainable green, Crux Project hopes to become a business in the field of fashion and convection that upholds the concept of environmentally friendly. In addition, Crux Project also has a concept to uphold Indonesian cultural values that are starting to fade among millennials, therefore Crux Project strives to present products that are unique and creative and acceptable to millennials today.

Crux Project as a new entrepreneurial startup in the field of clothing faces a variety of challenges at a time when the market continues to experience *volatility, uncertainty, complexity, & ambiguity*. Crux Project as an organization that has limited resources requires policies in decision-making alternative strategies that most benefit the company. Strategy formulation decisions bind organizations to products, markets, resources, and technologies over a period of time (David & David, 2017). Thus, Crux Project as a new entrepreneurial startup in the field of clothing requires a strategy formulation to grow and develop to achieve competitive advantage.

Previous studies have shown the role of business strategy formulation on business development in a variety of industries. Business strategy formulations are proven to help business development in the trade industry (Ramadhani et al., 2018), salons (Dewi et al., 2018), manufacturing (Zefanya, 2016) and transportation (Firdaus, 2011). However, there has not been much research that reviews the formulation of business strategies in entrepreneurial startups in the field of clothing. Therefore, this study asks research questions, how to identify internal factors, external factors and

formulate alternative strategies and priorities in developing the Crux Project clothing entrepreneurial startup. The research aims to identify internal factors, external factors and formulate alternative strategies and priorities in developing the Crux Project's clothing entrepreneurial startup.

2. Literature Review

Economic growth in Indonesia is characterized by an increase in public spending. This leads to a build-up of waste and environmental damage. Some local governments in Indonesia responded to the problem by establishing regulations on restrictions on single-use shopping bags and restrictions on the use of plastic bags (Rahmatika, 2020). One solution to face the problem of using disposable shopping bags and plastic bags by replacing other shopping bags. Entrepreneurship can be a solution to a problem by utilizing opportunities to meet market needs (Hastuti et al., 2020; Purnomo et al., 2020). Crux Project as an entrepreneurial startup engaged in convection was born with the idea to fill the *gap* in the market. Crux Project provides a variety of plastic bag replacement accessories such as tote bag for office workers, businessman, students, organizations, and communities. Crux Project further also presents products in the form of *oversize* t-shirts by implementing a custom design and *pre-order* production system so that it can meet consumer needs quickly and precisely.

The first step of data analysis is internal and external inputs. According to (David & David, 2017) in the taking of internal input, a role is required by the owner, manager, or employee of the related business. Internal input requires data related to the management, marketing, finance and accounting conditions, production, research by a business so that aspects of the strengths and weaknesses of the business can be obtained. External input is an analysis of opportunities that can be useful to the business as well as threats that can be avoided by a business. External factors are divided into 5 (five) namely: (1) economic factors, (2) social, cultural, demographic, and environmental factors, (3) political, governmental, and legal factors, (4) technological factors, (5) competitor factors. With the analysis of external factors, a business can develop a strategy that can survive for a long period of time and create special provisions that can last for many years (David & David, 2017) *External Factor Evaluation (EFE)* matrix is an analysis that can be used to find and evaluate external factors such as economic factors, social factors, cultural factors, demographic factors, environmental factors, political factors, government factors, legal factors, technological factors, and competitive factors. One step to doing analysis related to *strategic-management* is to use the *Internal Factor Evaluation (IFE) Matrix tool*. It can be used to find and evaluate strengths and weaknesses in the scope of a business (David & David, 2017)

Data from IFE and EFE analysis that has been obtained is further processed using the *Internal-External (IE) Matrix*. The purpose of the IE Matrix is to combine and describe a company's position in a schematic diagram (David & David, 2017) Part I is the part in quadrant I, II, or IV defined as grow and build. Part II is the part in quadrant III, V, or VII which is defined as hold and maintain strategies. Part III is the part in quadrant VI, VII, or IX defined as harvest or divest. One important tool is the (SWOT) Matrix to develop strategies by considering strength, weakness, opportunity, and threat so that they can develop four types of strategies, namely strengths-opportunities (SO) to use internal strengths in opportunities, weakness-opportunities (WO) to improve weaknesses with opportunities, strengths-threats (ST). It can use force to avoid threats, and weakness-threats (WT) as a defense to reduce the impact of weaknesses and threats. *Quantitative Strategic Planning Matrix (QSPM)* is a tool that can be used by strategy designers to evaluate alternative strategies objectively based on internal and external factors.

3. Methods

3.1. Research Design

Research design consists of elements of research objectives, researcher intervention level, study situation, research strategy, measurement, unit analysis, sampling design, time horizon, data retrieval methods and data analysis (Sekaran & Bougie, 2017). The design of the Crux Project's business development strategy formulation research can be seen in Figure 1.

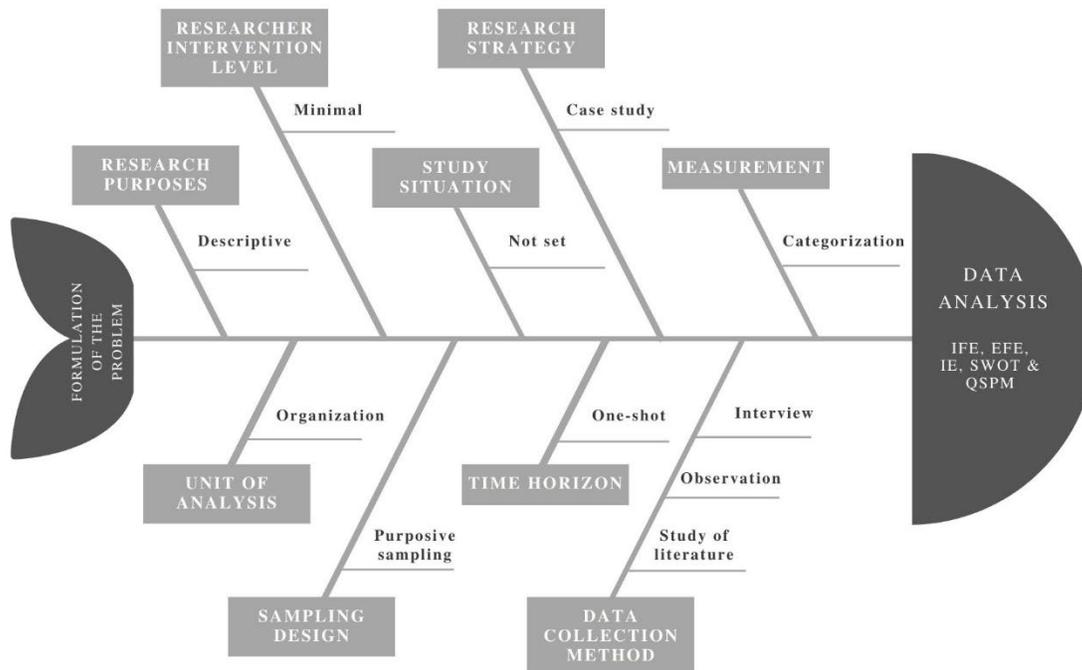


Figure 1: Research Design

The Crux Project business development strategy formulation research uses qualitative research methods using single case studies on crux project clothing entrepreneurial startups purposive sampling. The study was conducted from October 2021 to January 2022. Research has been done around Batu City and Malang Raya, East Java, Indonesia. This research is one form to analyze crux project business formulation strategies using IFE, EFE, matching IE, SWOT matching, and QSPM analysis. In this study, the analysis of formulation strategies on the Crux Project will be spelled out using Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), matching IE Matrix, Matching SWOT, and Quantitative Strategic Planning Matrix (QSPM) analysis. Research will be conducted by focusing on the internal condition of the Crux Project business, the external conditions of the Crux Project, the advantages, disadvantages, opportunities, and threats of the Crux Project. Data obtained through IFE, EFE, matching IE, SWOT matching will then be analyzed so that strategies will be created that can cover various aspects in the Crux Project business environment such as strength-opportunity (SO), strength-threat (ST), weakness-opportunity (WO), and weakness-threat (WT) which will then be sorted through Quantitative Strategic Planning Matrix (QSPM) analysis.

This Crux Project business development strategy formulation research uses a research framework of thought as seen in Figure 2. In this study, the analysis of formulation strategies on the Crux Project will be spelled out using Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), matching IE Matrix, Matching SWOT, and Quantitative Strategic Planning Matrix (QSPM) analysis.

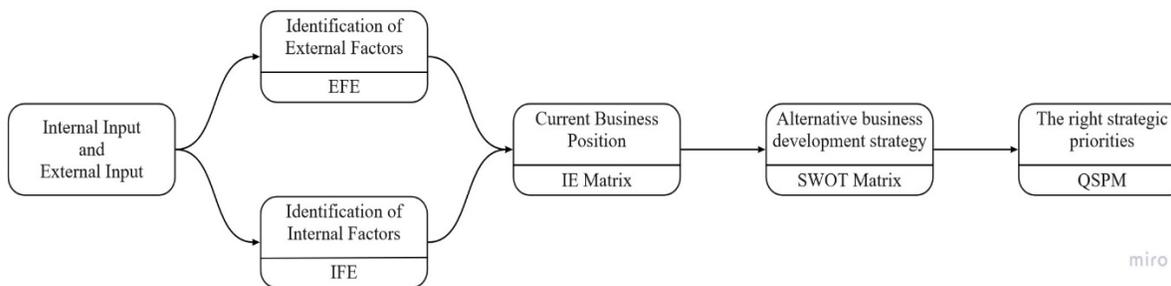


Figure 2: Framework of Thought

3.2. Data Source

This study has used primary data as well as secondary data of a qualitative nature as seen in Table 1. Primary data sources are obtained through internal as well as external companies. The name of the data on the primary data source used is internal and external factors, the weight of internal and external strategic factors and the ranking of internal and external strategic factors. Internal data sources are obtained through Crux Project business owners. External sources are obtained through consumers from crux project businesses and literature studies. The authors obtained primary data getting respondents' responses through interviews as well as questionnaires.

Table 1: Data Source

No	Data Type	Data Name	Data Source			
			Internal	Sum	External	Sum
1	Primary	Internal and external factors	Business Owner	2	User	6
2		Weight of internal and external strategic factors				
3		Internal and external strategic factors rating				
4	Secondary	Company profiles, sales reports, social media, and market profiles	Company reports, and social media		Research reports, BPS, and industry reports	

3.3. Data Collection

The data that will be processed during the research activity is primary data obtained through observation and interview methods. One of the methods of data collection used by the author is observation, where observation is a procedure in collecting information and/ or data carried out by making observations and recording systematically of the phenomenon targeted by observation (Mania, 2017) An effective way to use the observation method is to equip it with observations in the form of a *checklist* as an instrument.

The author uses the interview method as one of the primary data collection methods. Interview is a method or technique of collecting data obtained directly, exchanging ideas and information about the specified problem (Imtihan & Basri, 2019). The author uses the interview method because the interview is an appropriate and practical communication bridge in connecting the author with related respondents. The collection of data and information needed in this study is carried out in various ways, namely:

1. Literature Studies

The first is a literature study conducted by reading documents that can support and relate to this thesis research such as scientific journals, thesis, articles, and other supporting documents. The author conducted this literature study to study the concept of business formulation strategies as well as supporting theories related to crux project business as references that can facilitate the author in the preparation of this paper .

2. Field Observation

The author conducts field observation activities by observing directly the activities carried out related to crux project business operations. The author makes this observation by jumping directly into the field so that the author can better known business activities.

3. Interview

This research uses the interview method as one of the main data sources in knowing the internal and external scope of the Crux Project business. The interview is conducted by interview protocol. The interview process is recorded and transcribed into the writing of the interview results. The author conducted interviews with Crux Project business

owners. This interview was conducted with the aim of obtaining information related to the matrix used as a benchmark for this study. This interview method is also useful for authors to expand unformed information through other methods.

3.4. Data Analysis Method

Identification of strategy formulations on the Crux Project business is carried out using strategy formulation methods using the David & David (2017) approach flow. The data analysis method used in this study begins by identifying internal factors as well as external factors that exist in the crux project's business scope. Crux Project business internal factor identification data is obtained through interviews with Crux Project business owners, then business external factor identification data is obtained through Crux Project consumers. After obtaining internal and external business factors, the author then analyzes the strengths, weaknesses, opportunities, and threats that exist in the Crux Project.

The data is then processed so that it becomes an IFE and EFE matrix to be analyzed into weights and rankings. After getting IFE and EFE matrix data, then the data is analyzed into *matching IE matrix* to be known business position is in the position of *Grow & Build*, *Hold & Maintain*, or *Harvest or Divestiture*. The position of the business is then analyzed so that steps and weights are found that will be used as aspects in the selection of strategies. In the SWOT *matrix*, the author outlines eight strategies that include *strength-opportunity* (SO), *strength-threat* (ST), *weakness-opportunity* (WO), and *weakness-threat* (WT). The strategies that have been obtained are further analyzed using QSPM so that there is a total score that shows the ranking of strategies that can be used by Crux Project businesses.

4. Results and Discussion

4.1 IFE and EFE Matrix

Data that has been obtained in internal factors is then processed using tools in the form of Internal Factor Evaluation (IFE) Matrix. According to (David & David, 2017), IFE matrix is a tool that can be used to find and evaluate the strengths and weaknesses in the scope of a business. The results of the IFE matrix in crux project business can be seen in table 2. There are ten strength factors and ten weakness factors through internal analysis.

Table 2: IFE Matrix (Putra & Purnomo, 2022)

IFE Matrix Table (Internal Factor Evaluation)	Weight	Level	Weighted Score
Strength			
Planning and evaluating when there are events such as events and promotions	0.07	4	0.27
Various marketing channels, can be through Shopee, Instagram, WhatsApp, or retail offline	0.02	1.5	0.04
Online based, it is already available on e-commerce Shopee	0.05	3	0.15
Have members who focus on business accounting	0.07	4	0.27
Have a joint account so as not to interfere with each member's personal finances	0.06	3.5	0.21
Tasty, cold, smooth, and does not make itch	0.05	3	0.16
Good and durable screen-printing quality	0.04	2.5	0.11
Have outsourcing partners to assist with production operations	0.04	2.5	0.10
Store and work on all reports or operational activities through cloud-based software	0.07	4	0.27
Organize content to be uploaded to social media using a cloud-based content planner	0.04	2.5	0.10

Weakness			
Lack of experience in the field of good and correct HR structuring	0.04	2.5	0.10
Brand names are less widely known to the public	0.06	3.5	0.21
Lack of testimonials from the public	0.06	3.5	0.21
Record keeping is still limited in simple bookkeeping	0.05	3	0.15
Often forget to record financial activities when you have made a purchase or income.	0.05	3	0.15
Storage of evidence of transactions that are still not organized	0.04	2.5	0.11
Image design is less varied and limited	0.05	3	0.16
Cutting T-shirts are still not in line with market demand	0.03	2	0.07
The product still does not show market segmentation.	0.04	2.5	0.10
Almost entirely production activity is still dependent on outsourced partners.	0.05	3	0.15
Total Score	1.00		3.10

IFE Matrix analysis results show that the main internal factor in crux project business is planning and evaluating when there are events such as events and promotions with a score of 0.27. The main weakness of crux project business is that the Brand names are less widely known to the public with a score of 0.21. The total internal factor score is 3.10 which means crux project has good internal conditions. According to (David & David, 2017), External Factor Evaluation (EFE) Matrix is an analysis that can be used to find and evaluate external factors that exist in a company, in this study is crux project business engaged in fashion and apparel. The results of the research in the form of an EFE matrix in the Crux Project business can be seen in table 3. There are nine Opportunity and seven threat factors through external analysis.

Table 3: EFE Matrix (Putra & Purnomo, 2022)

EFE Matrix Table (External Factor Evaluation)	Weight	Level	Weighted score
Opportunity			
The public does not really consider the legality of the company in the field of convection.	0.08	3.5	0.27
Government policy to restrict the use of plastic bags	0.04	2	0.09
The lack of convection hand manufacturers in the Malang Raya area compared to existing demand	0.07	3.5	0.26
Many suppliers or competitors lower the price of production by using fire cloth or lowering its quality.	0.06	3	0.19
There is a community drive to have something that follows the trend.	0.07	3.5	0.26
Frequently hold promotions and hold events	0.08	3.5	0.27

Production from outsourcers who have used production tools with advanced technology	0.07	3	0.20
Support from the campus to provide cloud-based office services	0.09	4	0.35
There is a new clothing and apparel business	0.04	2	0.09
Threat			
Government policy in encouraging new MSMEs so that there will be many new convection businesses born	0.03	1.5	0.05
As of October 5, 2021, the price of fabric in Indonesia has soared.	0.09	4	0.35
The purchase of fabric must be with a large quantity so that it requires higher capital.	0.06	3	0.19
Fast-changing market model trends	0.05	2.5	0.13
People's purchasing power is starting to decline so that it considers the price and value of the product.	0.04	2	0.09
Relatively high cloud-based software subscription prices per month	0.03	1.5	0.05
Soaring fabric prices	0.09	4	0.35
Total Score	1.00		3.16

Hasil EFE Matrix analysis shows that external factors that are the main opportunity for crux project business is support from the campus to provide cloud-based office services with a score of 0.35 and the main threat factor is that as of October 5, 2021, the price of fabric in Indonesia has soared with a score of 0.35. The total external factor score is at a value of 3.16 which means crux project business response to opportunities and threats that are categorized as above average or high.

4.2 IE Matrix

According to (David & David, 2017) the purpose of using this IE Matrix is to combine and describe the position of the company in a schematic diagram. The IE Matrix diagram has 9 (nine) charts or quadrants, but the IE Matrix has only three parts, namely part I, which is the part in quadrant I, II or IV which is defined as grow and build; part II, is the part in quadrant III, IV, or VII defined as hold and maintain; Part III is the part in quadrant VI, VII, or IX defined as harvest or divest. According to (David & David, 2017), the strategy included in *grow and build* is an intensive strategy such as market penetration, product development, backward integration, forward integration, and horizontal integration. Crux Project's total weighted scores on the IFE matrix and EFE matrix are and 3.10 and 3.16. Thus, crux project's current position is in quadrant I position as shown in Figure 3. Based on the IE Matrix means that the strategy that fits the Crux Project is grow and build. Crux Project can adapt its strategy by conducting market penetration, market development, and product development.

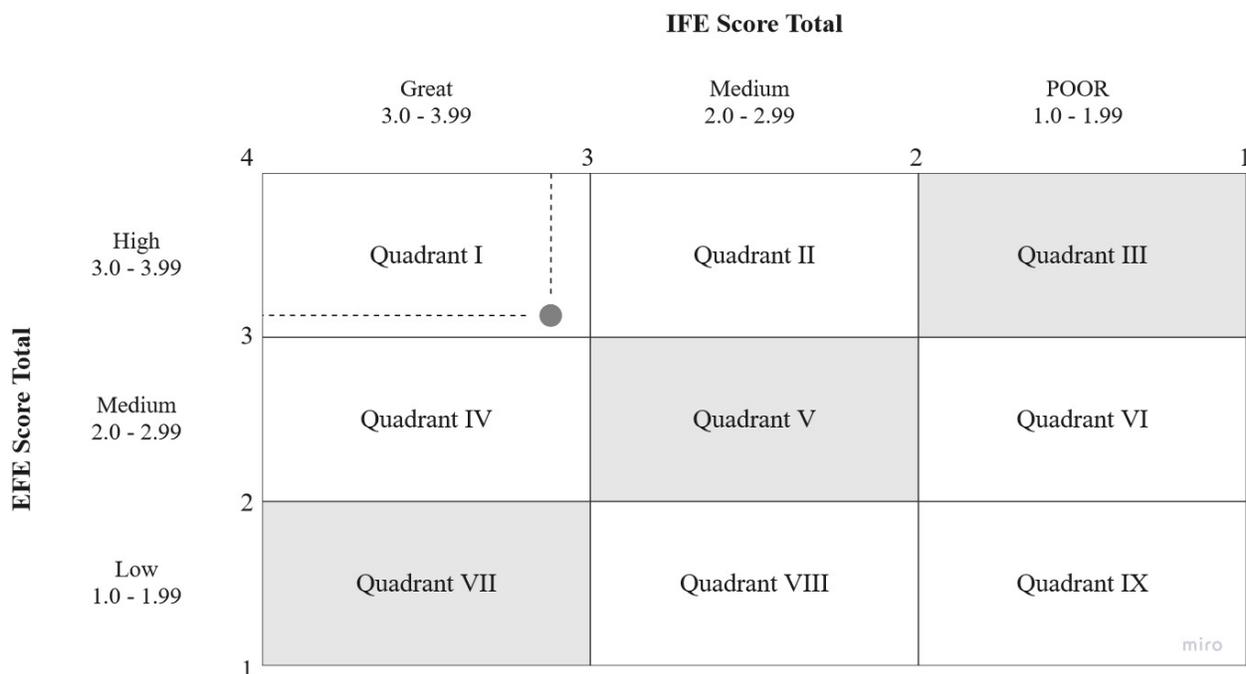


Figure 3: IE Matrix

4.3 SWOT Matrix

Swot matrix is one of the tools that can be used to develop 4 (four) types of alternative strategies. The four types of strategies are: (1) strength-opportunity (SO), which is a strategy that uses internal forces in a company to profit when there is an opportunity; (2) weakness-opportunity (WO), addressed to the company to fix a weakness by using existing opportunities; (3) strength-threat (ST), is a strategy that uses force through a company to avoid or reduce the impact that is associated by threats from the scope of the company; (4) Weakness-threat (WT), is a strategy devoted to defense tactics in hopes of helping reduce the impact of internal weaknesses and outside threats (David & David, 2017) The following analysis results are details of the strengths, weaknesses, opportunities, threats, and strategies that have been obtained using the SWOT Matrix can be seen in tables 4, 5, and 6.

Table 4: Strength and Weakness (Putra & Purnomo, 2022)

Strength		Weakness	
S1	Planning and evaluating when there are events such as events and promotions	W1	Lack of experience in the field of good and correct HR structuring
S2	Various marketing channels, can be through Shopee, Instagram, WhatsApp, or retail offline	W2	Brand names are less widely known to the public
S3	Online-based, it's already available on e-commerce Shopee	W3	Lack of testimonials from the public
S4	Have members who focus on business accounting	W4	Record keeping is still limited in simple bookkeeping
S5	Have a joint account so as not to interfere with each member's personal finances	W5	Often forget to record financial activities when you have made a purchase or income.
S6	Tasty, cold, smooth, and does not make itch	W6	Storage of evidence of transactions that are still not organized
S7	Good and durable screen-printing quality	W7	Image design is less varied and limited

S8	Have outsourcing partners to assist with production operations	W8	Cutting T-shirts are still not in line with market demand
S9	Store and work on all reports or operational activities through cloud-based software	W9	The product still does not show market segmentation.
S10	Organize content to be uploaded to social media using a cloud-based content planner	W10	Almost entirely production activity is still dependent on outsourced partners.

Table 5: Opportunities and Threats (Putra & Purnomo, 2022)

Opportunities		Threats	
O1	The public does not really consider the legality of the company in the field of convection.	T1	Government policy in encouraging new MSMEs so that there will be many new convection businesses born
O2	Government policy to restrict the use of plastic bags	T2	As of October 5, 2021, the price of fabric in Indonesia has soared.
O3	Lack of first-hand convection manufacturers in the Malang Raya area compared to existing demand	T3	The purchase of fabric must be with a large quantity so that it requires higher capital.
O4	Many suppliers or competitors lower the price of production by using cheap cloth or lowering its quality.	T4	Fast-changing market model trends
O5	There is a community drive to have something that follows the trend.	T5	People's purchasing power is starting to decline so that it considers the price and value of the product.
O6	Frequently hold promotions and hold events	T6	Relatively high cloud-based software subscription prices per month
O7	Production from outsourcers who have used production tools with advanced technology	T7	Soaring fabric prices
O8	Support from the campus to provide cloud-based office services		
O9	There is a new clothing and apparel business		

Table 6: SWOT Matrix (Putra & Purnomo, 2022)

SO Strategy	WO strategy
SO1 Attend the exhibition with Shopee pay digital payments (S1,S2,S3,S5,S9,O5,O6,O8)	WO1 Cloud-based financial information systems (W1,W4,W5,W6,O8)
SO2 Build a brand of cheap and quality clothing manufacturers (S6,S7,S8,O1,O3,O4,O5,O7,O9)	WO2 Has a tailor (W1,W9,W10,O3,O4,O7,O9)
	WO3 Production of quality and valuable independent clothing (W2,W7,W8,W9,W10,O4,O5)

ST Strategy	WT Strategy
ST1 Building community <i>hype</i> with content creation and <i>event</i> participation (S1,S2,S9,S10,T4,T5)	WT1 <i>Forecasting</i> and <i>budgeting</i> based on market trends (W4,W6,T1,T2,T3,T4,T5,T7)
ST2 Supplying other clothing entrepreneurial startups (S2,S6,S7,T1,T4,T5,T7)	

4.3.1 SO1 Strategy - Follow the exhibition with ShopeePAY digital payments.

The first strategy is to prepare Shopee stores as a place of sale and prepare a journey map for consumers who want to buy Crux Project products when there is an offline or online events.

4.3.2 SO2 Strategy - Build a brand of cheap and quality clothing manufacturers.

The next strategy moves in the act of marketing by doing marketing activities by building a brand image as a first-hand clothing and apparel product.

4.3.3 WO1 strategy - Cloud-based financial information system.

The strategy is a step to minimize crux project weaknesses by immediately reporting transaction activity with other divisions, recording financial statements using accounting assistant applications, and storing financial statements in cloud-based applications.

4.3.4 WO2 Strategy - Have a tailor.

This strategy focuses on production by preparing a budget and monthly expenditures that are in accordance with production needs, buying and preparing production equipment and equipment, opening job openings.

4.3.5 WO3 Strategy - Independent production of quality and valuable clothing.

The strategy is a continuation of the previous strategy that is to immediately prepare SOPs, catalog products, determine product uniqueness by conducting market research and brainstorming products.

4.3.6 ST1 Strategy - Build community hype with content creation and event participation.

The strategy aims for market penetration by analyzing trending products, finding expo to follow, preparing social media content for marketing, and following available expo.

4.3.7 ST2 Strategy - Supplying other clothing entrepreneurial startups.

The strategy becomes one of market development by targeting clothing and apparel businesses that have just stood as a target market, providing facilities in the form of clothes that can be customized in accordance with their wishes at competitive prices.

4.3.8 WT1 strategy - Forecasting and budgeting based on market trends.

This strategy was developed to minimize weaknesses and threats in the Crux Project by analyzing the current condition of the convection industry and seeing developments or updates through news, social media, similar companies, and suppliers.

4.4 Quantitative Strategic Planning Matrix Analysis

Eight alternative strategies that have been developed through the SWOT Matrix above, then researchers need to choose the priority strategy that best suits the current business situation. Therefore, all strategies are assessed using the Quantitative Strategic Planning Matrix (QSPM) method is a tool that can be used by strategy designers to evaluate alternative strategies objectively based on internal factors and external factors (David & David, 2017) The QSPM matrix results show the order of the Total Attractiveness Score (TAS) that the Crux Project business is in from highest to lowest as in table 7.

Table 7: QSPM Analysis (Putra & Purnomo, 2022)

No.	QSPM matrix sorts TAS from highest to lowest	TAS
1	Build a brand of cheap and quality clothing manufacturers	5.22
2	Supplying other clothing entrepreneurial startups	4.76
3	Independent production of clothing that is quality and valuable	4.57
4	Forecasting and budgeting based on market trends	4.49
5	Have a tailor	4.08
6	Join the exhibition with Shopeepay digital payments	3.92
7	Build community hype with content creation and event participation	3.81
8	Cloud-based financial information systems	3.68

Based on the QSPM analysis, obtained the order of TAS values from highest to lowest, namely:

1. Build a brand of cheap and quality clothing manufacturers with TAS of 5.22,
2. Supplying other clothing entrepreneurial startups with TAS of 4.76,
3. Production of independent clothing that is quality and valuable with TAS of 4.57,
4. Forecasting and budgeting based on market trends with TAS of 4.49,
5. Has a tailor with TAS of 4.08,
6. Attend the exhibition with Shopeepay digital payment with TAS of 4.08,
7. Build community hype with content creation and event participation with TAS of 3.81,
8. Cloud-based financial information system with TAS of 3.68,

5. Conclusion

The results of research formulation of Crux Project business development strategy can be concluded as follows.

1. The Crux Project entrepreneurial startup was identified as having about 33 (thirty-three) internal factors consisting of 18 (eighteen) strength elements and 15 (fifteen) weakness elements. Identification of internal factors is carried out on several types of factors namely management, marketing, finance and accounting, production and operations, research and development, and management information systems. Also, the Crux Project business was identified as having several 16 (sixteen) external factors consisting of 9 (nine) opportunity elements and 7 (seven) threat elements. Identification of external factors is carried out on several types of factors, namely politic, economy, social, technology, and industry competitive.
1. IE matrix with IFE and EFE scores of 3.10 and 3.16 which puts Crux Project in quadrant I with grow and build positions. Thus, Crux Project is suitable using market development, market penetration, and product development strategies. SWOT matrix provides the results of alternative strategy formulations of 8 alternatives to Crux Project business development strategies.
2. Entrepreneurial startup Crux Project can choose three alternative strategies as priority strategies to grow the business based on QSPM analysis with the highest TAS value, namely building a brand of cheap and quality clothing manufacturer, supplying other clothing entrepreneurial startups, and producing independent clothing that is quality and valuable.

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Biography

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