

HAMMER SHOES BUSINESS DEVELOPMENT STRATEGY AT PGRI WLINGI VOCATIONAL SCHOOL USING SWOT ANALYSIS

Aldi Prayogi¹, Hanik Amaria²

Public Administration, Faculty of Social and Political Sciences, Balitar Islamic University

Email: prayogialdi@gmail.com, hanikamaria84@gmail.com

Abstract

Keywords:

Business Development Strategy, Hammer Shoes, School-Based Entrepreneurship, MSMEs, Creative Industry

This research is motivated by the importance of developing local education-based businesses as an effort to improve the regional economy amidst the intense competition in the creative industry, particularly the footwear sector. Although the shoe industry has great potential, many small businesses still face limitations in capital, marketing, and innovation. This study focuses on Hammer Shoes, a shoe factory operating under the auspices of SMK PGRI Wlingi, Blitar Regency, as an example of a school-based entrepreneurship model. The purpose of this study is to analyze the internal and external factors that influence the Hammer Shoes business and formulate an appropriate development strategy. The study uses qualitative methods with data collection techniques through observation, interviews, and documentation with the Principal, the Head of the BKK Division who is also the Head of Hammer Shoes, and PKWU Teachers who also play a management role. Data analysis is carried out through reduction, presentation, and drawing conclusions using the SWOT approach to identify the business's strengths, weaknesses, opportunities, and threats. The results show that Hammer Shoes has strengths in skilled human resources, production facility support, and the school's brand image, but faces weaknesses in financial management and marketing experience. Opportunities arise from the school's internal market, e-commerce platforms, and routine promotional activities, while threats come from competition from large manufacturers and changing fashion trends. Suggested development strategies include product innovation, market expansion, increased digital promotion, and the establishment of independent financial units. This research provides practical contributions to the development of education-based MSMEs and serves as a model for sustainable local economic empowerment.

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INTRODUCTION

Business is an economic activity carried out by individuals or groups to produce goods or services, sell them, and generate profits. In business, entrepreneurs strive to generate new ideas and develop products or services that benefit others. Businesses have various functions, such as management, marketing, finance, human resources, and operations. Furthermore, businesses also possess various characteristics, such as sustainability, innovation, uncertainty, competition, and risk.

Business development involves identifying, maintaining, and retaining customer loyalty and new business opportunities, aimed at increasing long-term business growth. Every effort made to develop a business is essentially an effort to improve the business's future. Business development is the responsibility of every entrepreneur, requiring foresight. If every entrepreneur can achieve this, there is great hope of transforming a small business into a medium-scale, or even large, enterprise. A company itself is an organization formed by more than one person to achieve a common goal. Initially, companies were managed individually or collectively for a specific purpose, and served as a production site for the goods and services to be managed.

A business development strategy is a process used to maintain, identify, and implement various efforts to acquire new customers and increase business opportunities. The scope of business development varies from company to company, depending on the type of business being run. This strategy is directly linked to the company's long-term goals. In business development, various strategies are developed to achieve sustainable growth targets.

In this era of globalization, competition between companies is intensifying. Generally, competition is a positive aspect in the business world because it encourages companies to continuously improve quality and innovate to avoid failure. Technology is a key factor supporting human development. The presence of increasingly advanced technology today has both positive and negative impacts on life, including the business world. One of the most prominent developments is the use of the internet in the era of business 4.0, which has transformed the way companies operate and interact with consumers.

However, economic development in Indonesia has not yet significantly impacted the prosperity of local communities, particularly within the business or individual enterprise sector. Increasing competition forces businesses to compete for limited market share and maintain product marketability and business resilience. To address this, government policies and support are needed to maintain community prosperity, well-being, and productivity. Therefore, local economic development is an alternative measure to improve the economy of local residents based on the potential and opportunities within the community. Collaboration between various stakeholders—the government, the private sector, community organizations, and local communities—is essential for successful and sustainable economic development (Kusuma et al., 2020).

One sector with significant potential for local economic development is the footwear industry. Shoes are a type of footwear consisting of a sole, heel, toe, laces, and tongue, primarily protecting the feet. Shoes are typically categorized based on function, such as formal (party) shoes, casual shoes, dance shoes, sports shoes, and work shoes. As the fashion world evolves, shoes no longer merely serve as foot protection but also serve as an integral accessory to an outfit. Design, brand, color, and price are crucial

considerations for shoe enthusiasts. To find trendy shoes, many fashion enthusiasts are willing to pay high prices, even seeking them abroad, such as in Singapore, Malaysia, or Europe (Saputri, 2021).

Shoes have become an essential part of human life. They not only protect your feet but also serve as a lifestyle and fashion statement, especially among young people. A neat and attractive shoe appearance adds value to the wearer. Therefore, demand for shoes remains high. Shoe sales can now be conducted both online and offline, allowing manufacturers to reach a wider consumer base without the need for numerous physical stores. By leveraging social media and e-commerce, customers come not only from the surrounding area but also from across Indonesia, ultimately increasing profit potential.

In Blitar Regency itself, footwear production, particularly shoes, is still relatively minimal. In this context, one educational institution, SMK PGRI Wlingi, has innovated by establishing its own shoe factory, Hammer Shoes. This business is expected to become a pioneer in the footwear industry in the Blitar region, primarily targeting young students, given that the company is based within a vocational high school.

Hammer Shoes is a footwear manufacturing factory supported by alumni of SMK PGRI Wlingi. Through this initiative, the school not only creates a business unit but also creates new jobs for its alumni. Before entering the production process, workers are first trained. Hammer Shoes combines manual methods with the use of machines, such as sewing machines, presses, heating ovens, and cutting machines.

Hammer Shoes has focused on services and product manufacturing. Production is based on customer orders, while services include shoe repairs, re-stitching, and sole replacement. The types of shoes produced include school shoes, casual shoes, formal shoes, safety shoes, and more. Hammer Shoes' primary activity is manufacturing shoes for the PPDB (Student Admission) needs of SMK PGRI Wlingi, where shoes are provided free of charge to new students. Furthermore, Hammer Shoes continues to innovate by presenting a variety of unique and trendy shoe models.

To develop innovations, Hammer Shoes sources ideas through school surveys and online surveys to determine which products are popular among young people. The company also consults with shoe experts, such as artisans in Kampung Sepatu Gadang, Malang, and receives guidance from the Indonesian Footwear Industry Empowerment Center (BPIPI).

Based on the background of the problem above, the purpose of this study is to determine the internal and external factors in the Hammer Shoes shoe business at SMK PGRI WLINGI and to determine the development strategy of the Hammer Shoes shoe business at SMK PGRI WLINGI. Therefore, the researcher is interested in conducting research on the company with the title "Development Strategy for Hammer Shoes Shoe Business at SMK PGRI Wlingi."

LITERATURE REVIEW

Understanding Strategy

Strategy comes from the Greek word *strategos*, meaning "the art of the general," or the art of a general in warfare. In a management context, strategy is defined as a comprehensive plan that integrates primary objectives, policies, and actions into a cohesive whole. According to (Chandler Jr, 1969), strategy is the determination of an organization's long-term goals, as well as the direction of action and allocation of resources necessary to achieve those goals.

(Porter, 2008) stated that strategy is an essential tool for achieving competitive advantage by choosing a unique position in the market through product differentiation, low cost, or focus. Meanwhile, (Glueck & Jauch, 1984) defines strategy as a unified, comprehensive, and integrated plan that links a company's strategic advantages to environmental challenges. In general, strategy serves as a guide for companies to adapt to changes in the external environment and optimize internal strengths.

Business Growth Strategy

A growth strategy is an approach used by organizations to expand their scale of operations, increase production capacity, expand market share, and strengthen their competitive position. According to (Ansoff, 1957), growth strategies can be pursued through four main approaches: market penetration, market development, product development, and diversification.

According to (Robinson, 2013), growth strategies can be implemented through internal or external expansion. Internal expansion involves increasing production capacity or expanding distribution networks, while external expansion can be achieved through mergers, acquisitions, or strategic alliances. In the context of MSMEs, growth strategies serve to increase competitiveness, broaden customer reach, and add economic value to businesses.

Business Development Strategy

A business development strategy is a systematic set of steps a company takes to maintain and expand its business activities to remain relevant and competitive amid market dynamics. According to (Zimmerer et al., 2008), business development encompasses efforts to increase sales volume, boost profits, expand distribution networks, and strengthen brand image.

(Kotler & Keller, 2016) emphasize that business development must be oriented toward consumer needs, product innovation, and operational efficiency. This process emphasizes not only increasing production but also adapting to changes in market behavior, technology, and customer preferences.

Thus, a business development strategy serves as a bridge between a company's existing situation and new opportunities in the broader market. Implementing this strategy requires a thorough analysis of internal resources as well as the external opportunities and threats facing the company.

Forms of Development Strategy

There are various forms of development strategies that companies can implement according to their conditions and goals. According to (David, 2011), development strategies can be grouped as follows:

1. **Vertical Integration Strategy**, namely a strategy to control more stages of the value chain, both towards suppliers (*backward integration*) and towards distributors (*forward integration*).
2. **Diversification Strategy**, namely expanding business activities into other fields that are related or not related to the main business.
3. **Market Penetration Strategy**, namely increasing sales of existing products in existing markets through promotions or improving services.

4. **Market Development Strategy** , which involves introducing existing products into new regions or market segments.
5. **Product Development Strategy** , namely creating new products to meet consumer needs or adapt to changing market trends.

Furthermore, benchmarking is also an important part of development strategy. According to (Camp, 2024), benchmarking is the process of comparing an organization's performance with that of other organizations considered the best in their field to identify best practices . Through benchmarking, companies can learn from competitors' successes, improve internal processes, and increase operational efficiency and effectiveness.

SWOT Analysis in Development Strategy

A SWOT analysis is a strategic tool used to identify strengths , *weaknesses* , opportunities , and threats *within* an organization. According to Ranguti (2015), a SWOT analysis serves to formulate strategies that maximize strengths and opportunities while minimizing weaknesses and threats.

The first step in a SWOT analysis is to identify the internal and external factors affecting the company. Internal factors include resources, capabilities, and core competencies, while external factors include economic conditions, competition, technology, and government regulations.

By combining this analysis, companies can determine appropriate strategies, such as SO strategies (utilizing strengths to seize opportunities), WO (minimizing weaknesses by utilizing opportunities), ST (using strengths to overcome threats), and WT (minimizing weaknesses and threats at the same time).

SWOT analysis helps companies in making more objective and rational decisions, because it considers internal and external conditions simultaneously.

RESEARCH METHODS

Type of Research :

In this study, the researcher used qualitative research to understand phenomena in a natural social context, describing social problems from a behavioral perspective. In qualitative research, the researcher analyzes and then reports the phenomena in the form of analytical results.

Place and Time of Research

The research was conducted at a school called SMK PGRI Wlingi, located at Jl. Panglima Sudirman No. 86, Beru, Wlingi District, Blitar Regency, East Java. The research was conducted from March 2025 to April 2025 during working hours or during product production.

Research Objects and Subjects

The object of this research is the shoe business development strategy carried out by Hammer Shoes as a factory within a school institution. The reason for choosing this object as a data source and research is the interest in the existence of a factory within the institution from how the process of spending, capital, production process to marketing. The subjects in this research are the Principal of SMK PGRI Wlingi, the Head of BKK SMK PGRI Wlingi who is also the Head of the Hammer Shoes Division, and the PKWU Teacher of SMK PGRI Wlingi who is also the Management of Hammer Shoes. The reason for choosing these informants is because they understand and comprehend the

strengths, weaknesses, opportunities, and threats that occur at Hammer Shoes.

Data collection technique

The data collection method used at Hammer Shoes SMK PGRI Wlingi was observation, interviews, and documentation.

Observation:

In this type of observation, the researcher engages in the daily activities of the person being observed or used as a research data source. While observing, the researcher participates in what the data source does and shares their joys and sorrows. With participant observation, the data obtained will be more comprehensive, sharp, and reach the level of understanding of the meaning of each observed behavior. In participant observation, the researcher observes what people do, listens to what they say, and participates in their activities. Observations are conducted by directly observing the research subjects or phenomena, from shopping to manufacturing to marketing.

Interviews

The interview method was conducted by asking questions to the person responsible for the company. Researchers sought information, perspectives, and experiences from respondents related to the research topic. Interviews were conducted with the Principal of SMK PGRI Wlingi, the Head of BKK SMK PGRI Wlingi who also serves as the Head of the Hammer Shoes Division, and the PKWU Teacher of SMK PGRI Wlingi who also serves as the Hammer Shoes Management. They were selected because the research subjects were capable and mastered questions related to the research object.

Documentation

The documentation used in this study involved taking photographs during fieldwork. Researchers collected data from written and visual sources, such as documents and photographs taken during production.

Data Validity Test

This study used triangulation techniques to test data validity. Triangulation is a multi-method approach employed by researchers when collecting and analyzing data. In this study, the data validity tests used were source triangulation and method triangulation.

Source Triangulation

Source triangulation is comparing and rechecking the degree of trustworthiness of information obtained from different sources. The parties to be interviewed in this study are the Principal of SMK PGRI Wlingi, the Head of BKK SMK PGRI Wlingi who also serves as the Head of the Hammer Shoes Division, and the PKWU Teacher of SMK PGRI Wlingi who also serves as the Hammer Shoes Management.

Method triangulation

is an effort to check the validity of data or verify the validity of research findings. Method triangulation can be done by using more than one data collection technique to obtain the same data, namely observation, documentation, and interviews. It can also be implemented by checking and rechecking. Observation in this study aims to obtain complete and valid data, documentation aims to capture images related to the role of shoe manufacturing at Hammer Shoes, while interviews aim to collect more detailed data.

Data Analysis Techniques

Data analysis is the process of systematically searching for and compiling data obtained from interviews, field notes, and documentation. This is done by organizing the data into categories, breaking them down into units, synthesizing them, arranging them into patterns, selecting what is important and what will be studied, and drawing

conclusions that are easily understood by both oneself and others. The purpose of qualitative data analysis is for researchers to gain meaningful understanding of the relationships between variables so that they can be used to answer the problems formulated in the research. The main principle of qualitative data analysis techniques is to process and analyze collected data into systematic, orderly, structured, and meaningful data. There are three qualitative data analysis techniques: data reduction, data presentation, and conclusion drawing. This process continues throughout the research, even before the data is actually collected.

RESULTS AND DISCUSSION

Hammer Shoes Profile

Hammer Shoes is a footwear factory located within a school. Hammer Shoes is located within the vocational school institution at SMK PGRI Wlingi. SMK PGRI Wlingi is located at Jalan Panglima Sudirman number 86 Beru, Wlingi District, Blitar Regency, East Java 66184. This business was founded in February 2021 as an effort to improve the welfare of alumni and develop entrepreneurial ventures of SMK PGRI Wlingi. Hammer Shoes is under the BKK (Special Job Exchange) division, where the head of BKK also doubles as public relations.

The factory was initially run by 11 employees, alumni of SMK PGRI Wlingi, and two trainers brought in from Solo, Central Java. Initially, the factory only produced two styles of formal shoes: a women's model and a men's model in adult sizes. Production of the formal models lasted approximately eight months, producing approximately 900 pairs.

After that, they switched to contemporary youth (casual) styles in various styles and colors. For this model, Hammer Shoes brought in trainers from Malang's shoe village, specifically in Gadang. With this training from Malang, Hammer Shoes created dozens of contemporary youth styles in a variety of colors for today's youth.

Hammer Shoes was originally founded to supply shoes to incoming students attending SMK PGRI Wlingi. This is one of SMK PGRI Wlingi's main activities, held annually to this day.

Hammer Shoes is a manufacturer that produces sandals and shoes. Currently, Hammer Shoes is expanding its shoe line. Initially, it only produced black leather formal shoes for office workers. Gradually, through market research, Hammer Shoes also produces casual shoes for today's youth in a variety of bold styles and colors.

In his case, Hammer Shoes' primary activity is producing shoes for PPDB students annually, a practice that has been running since 2021. The product models also change annually. The products distributed to PPDB students are provided free of charge by the school.

The products they manufacture come in a variety of styles, with prices ranging from Rp 90,000 to Rp 500,000 . They currently produce thousands of shoes in various styles and functions, including formal office shoes, casual shoes for today's youth, and safety shoes for office work.

Now Hammer Shoes has 7 employees , with the division of tasks as follows:

- 1 person in charge of supervision,
- 3 people in the *Upper field* (making shoe surfaces),
- and the rest is in *the Lasting process* (printing the surface into shoes).

In one day Hammer Shoes can produce around 10 pairs of shoes .

Production activities are divided into several main parts: pattern, upper, and lasting.

- **The pattern** is done by designing from observation or internet references.
- **Upper** is the activity of drawing, cutting, and sewing patterns into semi-finished materials.
- **Lasting** is the process of attaching the surface of the shoe to a mold or shoe mold until it forms a complete shape.

All shoes produced for mass production were donated to the PPDB SMK PGRI Wlingi.

To develop the market, Hammer Shoes conducted offline promotions (school events, exhibitions, night markets, job fairs) and online (via Facebook, Shopee, and Instagram).

Hammer Shoes' initial capital came from school funds, and its profits are managed by the school's finance department (*administration*). The pricing, or cost of goods sold (COGS), is determined internally by Hammer Shoes using a simple calculation:

Raw material price + Worker wages + Profit = Selling price.

Hammer Shoes Vision and Mission

Vision:

To become a pioneering company in an agency that is able to generate profits, provide inspiration and innovation to young people to become entrepreneurs, and produce footwear products that are trendy among today's youth.

Mission:

1. Creating products that can become current trends.
2. Increase customer satisfaction with excellent service.
3. Creating jobs and work experience for *fresh graduates*.
4. Developing human resources by providing job training.
5. Generating appropriate profits for the agency.
6. To be the best factory in the agency.

Hammer Shoes Organizational Structure

Hammer Shoes Organization Table

Source: Processed data, 2025

Position	Main Duties and Functions
Headmaster	Supervise and approve all activities in the agency in general.
Head of BKK & Hammer Shoes Division	Key decision makers in operations.
Head of Finance	Manage cash flow, shopping, salaries, and sales funds.
Supervisor	Responsible for infrastructure and liaison between divisions.
Worker 1	Handle products from start to finish.

Worker 2	<i>Upper</i> (drawing, cutting, and making semi-finished shoes).
Worker 3	<i>Sewing</i> operator , sews the pattern that has been <i>upper</i> .
Worker 4	<i>Lasting</i> , shaping the shoe into a final product.
Worker 5	<i>Finishing</i> and packaging until ready for sale.
Worker 6	General assistant.

Analysis of Internal and External Factors of Hammer Shoes Business

Internal Environmental Analysis

Based on the results of an interview with the Head of the Hammer Shoes Division, it was discovered that the main strengths of this business include:

- Skilled and creative human resources (alumni themselves).
- Adequate production facilities and quality materials.
- The brand is known to the public because it is part of a school institution.

Weaknesses found:

- Finance is still integrated with the school.
- Marketing experience is still lacking.
- Dependence on raw materials from certain distributors.

External Environment Analysis

Opportunity:

- The market remains constant for PPDB students every year.
- The existence of e-commerce platforms and social media.
- Regular school bazaar and exhibition activities.

Threat:

- Competition with large factories.
- Consumer trends change rapidly.
- Monotonous dependency on raw materials.

Hammer Shoes SWOT Matrix Table

Source: Processed data, 2025

Based on the analysis of internal and external factors above, a SWOT matrix can be compiled as follows:

<div>Internal Factors</div> <div>External Factors</div>	Strength (S)	Weakness (W)
	<ul style="list-style-type: none"> - Have skilled and creative human resources - Have adequate production facilities - Building a strong and well-known brand in the local community 	<ul style="list-style-type: none"> - Limited financial resources for expansion - Lack of experience in marketing and promotions - Dependence on raw materials
Opportunity (O) <ul style="list-style-type: none"> - A market that continues to exist as long as there are new students at the school. - The emergence of e-commerce platforms and social media for promotion. 	Strategy (SO) <ul style="list-style-type: none"> - Take advantage of strategic locations to increase sales and marketing - Using name agencies as media promotion and attend the event - Maintain product quality - Always producing product with model and new colors 	Strategy (WO) <ul style="list-style-type: none"> - Increase product promotion to attract more customers through various events and electronic media - Increase energy fresh graduate with training and include in training special
Threat (T) <ul style="list-style-type: none"> - Tough competition from other shoe brands. - Changes in consumer trends and tastes. - Dependence on monotonous raw materials. 	Strategy (ST) <ul style="list-style-type: none"> - Maintain and demonstrate quality products so as not to lose out to other products famous factory - Always maintain product quality various models and develop 	Strategy (WT) <ul style="list-style-type: none"> - Make -account commerce f or hammer shoes - Interweaving several distributor for raw material trend - Always surge about y shoes in circulation

Hammer Shoes Business Development Strategy

Based on the SWOT analysis, the strategies implemented include:

1. Product Development:

- Model and packaging innovation.
- Training the workforce to be more professional.

2. Market Development:

- Expanding the market beyond PPDB.
- Participate in bazaar and job fair events.

3. Product Strategy:

Hammer Shoes produces various types of shoes, namely:

- Men's and women's formal shoes,
- School shoes,
- Casual shoes,
- Sport shoes,
- Outdoor shoes,
- Safety shoes.

Hammer Shoes Product List and Price Table

Source: Processed data, 2025

NO	Product	Price / Installation
1	Men's Formal Shoes	Rp. 100,000 – Rp. 150,000
2	Women's Formal Shoes	Rp. 100,000 – Rp. 150,000
3	School Shoes	Rp. 90,000 – Rp. 200,000
4	Casual Shoes	Rp. 100,000 – Rp. 250,000
5	Sport shoes	Rp. 100,000 – Rp. 300,000
6	Outdoor Shoes	Rp. 200,000 – Rp. 500,000
7	Safety Shoes	Rp. 100,000 – Rp. 3,000,000

Promotion and Distribution Strategy

● **Promotion:**

Through events (MSME bazaars, job fairs, school exhibitions) and digital platforms such as Facebook, Instagram, and Shopee.

● **Distribution:**

Deliver orders directly to consumers around Blitar at no additional cost; outside the area will be subject to shipping costs based on distance.

CONCLUSION

A good product development strategy encompasses all stages, from product development to market development. Hammer Shoes has a structured strategy for product, pricing, promotion, and distribution. Although capital development is still

relatively passive, Hammer Shoes has significant potential for future growth with several key considerations, such as more professional financial management and increased human resource capacity. Hammer Shoes' product development strategy targets the youth market by adapting to current shoe trends. Utilizing human resources from school alumni and the reputation of a factory operating in an educational environment are added values for Hammer Shoes. The market development strategy focuses on four aspects: a product strategy tailored to the target market, a pricing strategy for determining selling prices, a promotional strategy through online and offline media, and a distribution strategy that emphasizes efficient customer order fulfillment. Hammer Shoes' capital development strategy still relies on the school's PGRI Wlingi Vocational School, where financial management is still integrated with the school. This includes expenditures, infrastructure, labor, and profit receipts, all of which are managed by the school's Administration.

The results of this study have several practical implications for stakeholders involved in Hammer Shoes' business development. From a product strategy perspective, the target market should be expanded to encompass various age groups, thereby providing maximum value to consumers. By adding new product lines and expanding the target market, Hammer Shoes can increase its competitiveness. From a market development perspective, Hammer Shoes is advised to increase its stock of products that can be sold offline and strengthen its digital presence through social media and e-commerce platforms to increase brand visibility. In terms of financial management, because the financial system is still integrated with government agencies, it is recommended that Hammer Shoes have its own financial management unit to ensure more transparent and accountable cash flow recording and financial reports. For workers and craftspeople, increasing creativity in shoe and sandal design, optimizing marketing networks, and utilizing digital technology for promotion are important steps in strengthening Hammer Shoes' position in the market. Educational institutions also play a strategic role in the development of this craft industry, such as providing training facilities, expanding distribution channels, supporting the development of production technology, and providing policy and infrastructure support for craftspeople.

This study has several limitations that require further consideration for future improvement. The research is still limited to the internal scope of Hammer Shoes and does not include a comparative analysis with similar businesses in other MSME sectors. Financial aspects have not been discussed in depth because the data is still integrated with the school administration system. Furthermore, the study does not extensively explore consumer behavior beyond the target market of young people and still focuses on internal development strategies without assessing external factors such as market competition, the dynamics of global fashion trends, and technological factors that can influence the development of local shoe businesses.

Based on these limitations, several suggestions can be put forward for further research. Future research is recommended to compare Hammer Shoes' development strategy with that of similar MSMEs to obtain a more comprehensive picture of their strengths and weaknesses. Furthermore, quantitative research is needed to empirically assess the impact of product, pricing, promotion, and distribution strategies on sales growth. Future researchers can also delve deeper into effective independent financial management models for businesses still under the auspices of educational institutions. Aspects of consumer behavior across various age groups and fashion preferences can also be the focus of further research to help Hammer Shoes expand its target market. With

future research developments, it is hoped that Hammer Shoes can become a highly competitive, innovative, and sustainable education-based business model.

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