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Strategic Development of Creative Publishing SMEs Through SWOT–IFAS–EFAS Analysis: Evidence from PT. Zivana Media Kreatif Surabaya

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Abstract: The rapid growth of Indonesia's creative industry has been accompanied by increasing demand for creative and educational products, creating both opportunities and challenges for businesses operating in this sector PT. Zivana Media Kreatif, a publishing company specializing in educational media for early childhood education in Surabaya, has experienced several strategic challenges, including intensifying market competition, limited human resources in the production division, and product plagiarism that threatens the company's competitiveness and long- term sustainability. These conditions highlight the need for an appropriate development strategy capable of strengthening the company's competitive position. This study aims to analyze the internal and external factors influencing PT. Zivana Media Kreatif and to formulate an appropriate development strategy using SWOT analysis. The research employed a qualitative descriptive approach. Data were collected through observations, semi structured interviews, and documentation involving purposively selected informants with direct knowledge and involvement in the company's operations. The analytical process consisted of identifying strengths, weaknesses, opportunities, and threats using the Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), SWOT Matrix, and SWOT Diagram. The findings indicate that the company's strategic development should focus on leveraging its internal strengths, enhancing innovation in educational publishing products, expanding market opportunities, improving operational capabilities, and strengthening intellectual property protection to mitigate plagiarism risks. These strategies are expected to improve the company's competitiveness while supporting sustainable business growth within Indonesia's creative industry.

Keywords: Creative Industry; Development Strategy; Plagiarism; Publishing; SWOT Analysis

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1. Introduction

Indonesia's creative industry has experienced significant growth over the past decade, particularly in the publishing and educational content sectors. This industry contributes substantially to national economic development by increasing gross domestic product (GDP), generating employment opportunities, and promoting innovation across various business sectors (Julizar & Riofita, 2025). Furthermore, the increasing demand for creative and educational products, particularly those designed for early childhood education, has accelerated the expansion of the industry. Previous studies have also demonstrated that the creative industry plays an important role in enhancing economic growth, creating added value, and strengthening national competitiveness (Ichsan & Verena, 2020). In addition, innovation, creativity, and market orientation have been identified as essential factors in establishing sustainable competitive advantage within the creative industry (Anjaningrum & Sidi, 2018)

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The rapid development of the creative industry requires companies to formulate adaptive development strategies to maintain their competitiveness in an increasingly dynamic business environment. Business development strategies have become essential for ensuring long term sustainability, particularly in responding to changing consumer preferences and market competition. However, previous studies have mainly emphasized product innovation, marketing strategies, and competitive advantage, while relatively limited attention has been devoted to integrating business development strategies with intellectual property protection against external threats such as plagiarism. (Lodra & Mariasa, 2018) argued that plagiarism has become a critical issue within the creative industry because it threatens business sustainability, whereas copyright protection has not yet been fully implemented in industrial practice. Likewise, (Hakim et al., 2024) reported that insufficient understanding and implementation of intellectual property rights remain significant barriers to protecting creative works and have not been comprehensively incorporated into corporate development strategies.

These challenges are evident at PT. Zivana Media Kreatif, a publishing company specializing in educational media for early childhood education in Surabaya. Based on preliminary observations, the company independently manages its production process, including content preparation, graphic design, printing, and product marketing. Nevertheless, the production division currently consists of only two employees, resulting in a considerable workload that may reduce operational effectiveness.

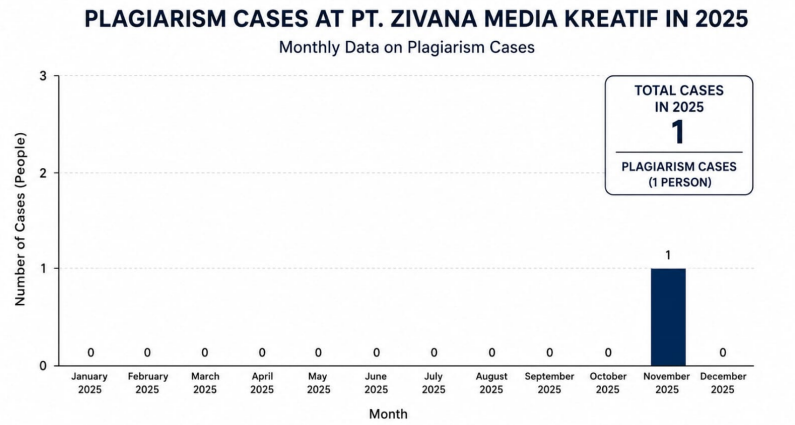


Figure 1. Plagiarism Case PT. Zivana Media Kreatif

Preliminary interviews with company management further revealed that the company experienced a plagiarism case in 2025 involving another party that duplicated the company's educational products, including their content, design, and corporate logo. According to company management, this infringement has the potential to cause financial losses, and weaken the company's competitive position. Therefore, PT. Zivana Media Kreatif requires an appropriate development strategy capable of addressing both internal operational limitations and external environmental challenges.

The plagiarism issue experienced by PT. Zivana Media Kreatif reflects a broader condition within Indonesia's creative industry. According to data from the Directorate General of Intellectual Property (DJKI), 296 intellectual property infringement cases were recorded between 2019 and 2025, including 87 copyright violations the second most frequent form of intellectual property infringement after trademark violations. These statistic indicate that intellectual property infringement remains a serious challenge threatening business sustainability across various creative industry subsectors, including publishing and educational media. At PT. Zivana Media Kreatif, a plagiarism case involving similarities in product content design, and corporate logo further demonstrates the vulnerability of creative business to copyright infringement despite existing legal protection.

Previous studies have extensively examined plagiarism form legal and regulatory perspectives. (Rahayu & Faslah, 2025) reported that copyright infringement discourages innovation and reduces the motivation of creative entrepreneurs. Similarly, (Ismatul Aula et al., 2025) concluded that weak supervision and inadequate law enforcement have contributed to the increasing number of plagiarism cases within the publishing industry. Nevertheless, previous research has rarely incorporated plagiarism into strategic business development. (Lontoh, 2016) emphasized that plagiarism involving creative products and designs continues to occur frequently, yet most existing studies focus primarily on legal issues rather than integrating plagiarism into strategic management and business development.

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To address increasingly complex business competition, companies require strategic planning tools capable of integrating internal capabilities with external environmental conditions. SWOT analysis has been widely recognized as an effective strategic management framework for evaluating organizational strengths, weaknesses, opportunities to formulate strategies that maximize internal strengths and opportunities while minimizing organizational weaknesses and external risks (Zianah Safitri *et al*., 2024). However, previous applications of SWOT analysis have generally focused on general organizational conditions without explicitly considering plagiarism as a strategic external threat. (Mafiddah & Hapsari, 2024) explained that SWOT analysis is commonly employed to formulate business development strategies based on internal and external business factors, yet specific risks such as intellectual property infringement have rarely been incorporated into strategic decision making. Several previous studies have demonstrated that SWOT analysis is an effective framework for developing organizational strategies because it enables companies to optimize their strengths and opportunities while minimizing weaknesses and threats (I, Nyoman, 2017). Furthermore, the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices have been widely adopted to evaluate strategic factors systematically. (Puspitasari *et al*., 2022) found that appropriate development strategies could improve business competitiveness through optimal utilization of internal strengths and market opportunities. Conversely, (Samsudin *et al*., 2023) argued that strategic factor analysis alone does not necessarily produce effective strategies unless organizations comprehensively evaluate both internal and external factors. These differing findings indicate a research gap regarding the implementation of SWOT, IFAS, and EFAS analyses in formulating effective development strategies for creative industry enterprises.

Based on these considerations, this study aims to analyze the internal and external factors influencing PT. Zivana Media Kreatif and to formulate an appropriate development strategy using SWOT analysis. Particular emphasis is placed on addressing plagiarism threats while enhancing business competitiveness and supporting long-term business sustainability. The findings are expected to provide practical recommendations for PT. Zivana Media Kreatif and contribute to the application of SWOT analysis in the creative publishing industry.

2. Materials and Methods

This study was conducted to formulate an appropriate business development strategy for PT. Zivana Media Kreatif by analyzing the company's internal and external environments. A qualitative approach was employed to obtain a comprehensive understanding of the strategic factors influencing the company's development. Data were collected through observations, semi-structured interviews, and documentation, and subsequently analyzed using the SWOT framework. The analysis involved the identification of internal strengths and weaknesses as well as external opportunities and threats through the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS). The results were then integrated into the SWOT Matrix and SWOT Diagram to determine the company's strategic position and formulate appropriate development strategies.

2.1 Research Design

This study employed a qualitative research method using a descriptive approach. A qualitative design was selected because it enables an in-depth understanding of the internal and external conditions influencing the development of PT. Zivana Media Kreatif. The descriptive approach was considered appropriate for identifying strategic factors affecting the company and formulating business development strategies based on the SWOT framework.

2.2. Research Object

The research was conducted at PT. Zivana Media Kreatif, a publishing company specializing in educational media for early childhood education located in Surabaya, Indonesia. The company was selected because it faces several strategic challenges, including increasing industry competition, limited human resources in the production process, and plagiarism of its educational products, all of which may affect its competitiveness and long-term business sustainability.

2.3. Data Sources

The study utilized both primary and secondary data. Primary data were obtained directly through field observations, semi-structured interviews, and documentation involving individuals who possess direct knowledge of the company's operations. Secondary data were collected from company documents,

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institutional records, relevant literature, and other supporting documents related to strategic management, SWOT analysis, and the creative industry.

2.4. Informants

Informants were selected using a purposive sampling technique. This technique was employed to ensure that the selected participants possessed adequate knowledge and direct involvement in the company's strategic and operational activities. The informants consisted of company management and employees who were directly engaged in business operations and were considered capable of providing comprehensive information regarding the company's internal and external conditions.

2.5. Data Collection

Data were collected using three complementary techniques.

Observation was conducted to obtain a comprehensive understanding of the company's operational activities, organizational conditions, and business environment. Semi-structured interviews were carried out with purposively selected informants to explore information regarding the company's strengths, weaknesses, opportunities, and threats, as well as the strategic challenges encountered by the organization. Documentation was used to collect supporting information from company documents, organizational records, and other relevant materials that could strengthen the credibility of the research findings. The integration of these three techniques enabled data triangulation and enhanced the trustworthiness of the study.

2.6. Research Instrument

The primary research instrument was the researcher, who was responsible for collecting, interpreting, and analyzing qualitative data throughout the research process. To ensure systematic data collection, interview guidelines, observation sheets, and documentation records were used as supporting instruments. These instruments were developed based on the dimensions of SWOT analysis, including strengths, weaknesses, opportunities, and threats relevant to the company's development strategy.

2.7. Data Trustworthiness

The credibility of the findings was ensured through triangulation of data sources and data collection techniques. Information obtained from interviews was verified through direct observation and supporting documentation to improve data consistency and validity. This process enhanced the reliability of the findings and reduced potential researcher bias during data interpretation.

2.8. Data Analysis

Data analysis was conducted descriptively using the SWOT analytical framework. The analysis began with identifying the company's internal factors, consisting of strengths and weaknesses, and external factors, consisting of opportunities and threats. These strategic factors were subsequently evaluated using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices to determine the relative importance of each factor.

The results of the IFAS and EFAS analyses were then integrated into the SWOT Matrix to formulate alternative development strategies based on four strategic combinations, namely Strength–Opportunity (SO), Weakness–Opportunity (WO), Strength–Threat (ST), and Weakness–Threat (WT). Finally, the company's strategic position was determined using the SWOT Diagram, which served as the basis for identifying the most appropriate development strategy for PT. Zivana Media Kreatif in responding to industry competition and plagiarism threats.

3. Results and Discussion

This section presents the findings of the study and discusses their implications for the development strategy of PT. Zivana Media Kreatif. The results are derived from qualitative data collected through observations, semi-structured interviews, and documentation. The analysis focuses on identifying the company's internal strengths and weaknesses, as well as external opportunities and threats, using the SWOT framework. Furthermore, the identified strategic factors were evaluated through the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS), followed by the formulation of alternative business development strategies using the SWOT Matrix and SWOT Diagram. These analyses provide the basis for determining the company's strategic position and identifying the most appropriate

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development strategy to enhance business competitiveness and strengthen intellectual property protection in the creative industry.

3.1. Company Overview

PT. Zivana Media Kreatif is a creative industry company specializing in the publishing and production of educational media for early childhood education. Established in 2020 and located in Surabaya, East Java, Indonesia, the company focuses on developing innovative educational products that support children's cognitive and learning development. Its establishment was motivated by the increasing demand for educational media that not only provide learning materials but also create enjoyable and interactive learning experiences for young children. The company independently manages the entire production process, beginning with product concept development, graphic design, printing, quality control, and product distribution. Its primary products include alphabet learning books, visual learning media, and educational games specifically designed for early childhood education. Continuous product innovation has become one of the company's strategic priorities in responding to changes in educational trends and market demand. Despite its considerable market potential, PT. Zivana Media Kreatif faces several internal and external challenges. Internally, the company experiences limitations in production personnel, which affect production capacity during periods of high demand. Externally, the company encounters increasing competition within the creative industry, rapid technological changes, and copyright infringement through product plagiarism. These conditions highlight the importance of developing an appropriate business strategy that strengthens the company's competitive advantage while ensuring sustainable business growth.

3.2. SWOT Analysis

The SWOT analysis was conducted to identify the internal and external factors influencing the development of PT. Zivana Media Kreatif. The analysis was based on data obtained through observations, semi-structured interviews, and documentation. Internal factors were classified into strengths and weaknesses, whereas external factors consisted of opportunities and threats. The findings provide a comprehensive understanding of the company's strategic position and serve as the basis for formulating appropriate business development strategies.

Table 1. Internal and External Factors

Internal Factor	
Strengths	**Weaknesses**
1. Independent production process	1. Limited production workforce
2. Educational products for early childhood	2. Production capacity has not yet been optimized
3. Continuous product innovation	3. Intellectual Property Rights (IPR) protection has not been fully optimized
4. Attractive product design	
5. Effective quality control	

Internal Factor	
Opportunities	**Threats**
1. Increasing demand for early childhood educational media	1. Product and logo plagiarism
2. Advances in digital technology	2. Intensifying business competition
3. Collaboration opportunities with educational institutions	3. Changing consumer preferences
4. Utilization of social media for marketing	
5. Expansion of market reach	

3.2.1. Strengths

The study identified several key strengths that enhance PT. Zivana Media Kreatif's competitiveness. The company independently manages the entire production process, enabling effective quality control. Its specialization in early childhood educational products, supported by attractive designs and continuous innovation, strengthens its market position. In addition, distinctive product characteristics, consistent

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quality, and strong customer relationships further differentiate the company from competitors and improve customer satisfaction.

3.2.2. Weaknesses

Although the company possesses considerable strengths, several internal weaknesses remain. The most significant limitation is the shortage of production personnel, resulting in high workloads and reduced production efficiency, particularly when customer demand increases. The findings also indicate that digital marketing activities have not yet been fully optimized. Although digital platforms provide significant marketing opportunities, their utilization remains limited compared to market potential. Another important weakness concerns intellectual property protection. Several educational products have not yet received comprehensive copyright protection, increasing the risk of product imitation and unauthorized commercial use. Additionally, production capacity remains highly dependent on the availability of existing production staff, limiting operational flexibility and business expansion.

3.2.3. Opportunities

The external analysis demonstrates that PT. Zivana Media Kreatif has substantial opportunities for business expansion. The growing public awareness of early childhood education has significantly increased demand for educational books and learning media, creating favorable market conditions for the company. Technological advancement also provides valuable opportunities for expanding digital marketing through social media, online marketplaces, and other digital communication platforms. These technologies enable the company to reach wider customer segments while reducing promotional costs. Another promising opportunity is the possibility of establishing partnerships with schools, kindergartens, early childhood education institutions, and other educational organizations requiring innovative learning media. Furthermore, the continued growth of Indonesia's creative industry creates additional opportunities for market expansion and product diversification.

3.2.4. Threats

The primary external threat to PT. Zivana Media Kreatif is plagiarism of its educational products, designs, and corporate identity, which may reduce customer trust and weaken competitiveness. The company also faces increasing competition, price pressure, and shifting consumer preferences toward digital learning media, requiring continuous innovation and adaptation. Overall, the SWOT analysis identified five strengths, four weaknesses, five opportunities, and four threats, which served as the basis for the IFAS and EFAS analyses in determining the company's strategic position and business development strategies.

3.3. Internal and External Factor Analysis (IFAS and EFAS)

To determine the strategic position of PT. Zivana Media Kreatif, the internal and external factors identified through interviews, observations, and documentation were evaluated using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS). These matrices were employed to assess the relative importance of each strategic factor by assigning weights and ratings based on their influence on the company's business development.

3.3.1. Internal Factor Analysis Summary (IFAS)

The IFAS matrix produced a total weighted score of 2.98, indicating that the company's internal condition is relatively strong and capable of supporting future business development. The results demonstrate that the company's strengths outweigh its weaknesses, providing a solid foundation for implementing growth-oriented strategies. The highest weighted score (0.60) was attributed to the company's ability to provide creative educational products specifically designed to meet the needs of early childhood education. This finding indicates that product quality and educational relevance represent the company's primary competitive advantage. The second strongest factor was the company's capability to independently manage the entire production process, from product conceptualization and design to printing and distribution, which obtained a weighted score of 0.52. This integrated production system enables effective quality control and greater flexibility in product development. Other key strengths include the company's experience in the publishing and educational media industry (0.48), distinctive product designs (0.30), and strong customer relationships (0.24), which collectively strengthen its competitive position. However, several internal weaknesses require attention.

Table 2. Matrix IFAS

Internal Factor	Bobot	Rating	Bobot Score (W × R)
Strength			
1. The company offers educational products for children that are aligned with customer needs.	0,15	4	0,60
2. The company has the capability to independently manage the entire production process, from concept development and design to final product manufacturing.	0,13	4	0,52
3. The company has extensive experience in the children's publishing and educational media industry.	0,12	4	0,48
4. The company has distinctive product designs that differentiate it from its competitors.	0.10	3	0,30
5. The company has established long-term relationships with its customers.	0,08	3	0,24
Total Strength Score	0,58		2,14
Weaknesses			
1. The number of production personnel remains limited.	0,15	2	0,30
2. Digital promotion and marketing activities have not been fully optimized.	0,10	2	0,20
3. Product copyright protection has not been adequately implemented.	0,10	2	0,20
4. Production capacity remains dependent on the existing workforce's capabilities.	0,07	2	0,14
Total Weaknesses score	0,42		0,84
Total Internal Factor	1.00		2,98

The most significant is the limited production workforce (0.30), which constrains production capacity during periods of high demand. Additional weaknesses include suboptimal digital marketing (0.20), inadequate intellectual property protection (0.20), and production capacity that depends on the existing workforce (0.14). Overall, the IFAS analysis indicates that PT. Zivana Media Kreatif's strengths outweigh its weaknesses, providing a solid foundation for business expansion while highlighting the need to improve human resources, digital marketing, and intellectual property protection.

3.3.2. External Factor Analysis Summary (EFAS)

The EFAS analysis generated a total weighted score of 2.86, indicating that PT. Zivana Media Kreatif is capable of responding effectively to opportunities and challenges within its external business environment. The most significant opportunity identified was the increasing public demand for educational products for early childhood education, which achieved the highest weighted score (0.60). This trend reflects growing awareness among parents and educational institutions regarding the importance of high-quality educational media for children's learning development. The rapid advancement of digital technology constituted the second largest opportunity, with a weighted score of 0.52. Digital platforms provide effective marketing channels that enable the company to expand its market reach while improving communication with potential customers. Additional opportunities include collaboration with schools and educational institutions (0.36), utilization of social media and online marketplaces (0.30), and the continuous growth of Indonesia's creative industry (0.24). These opportunities collectively create favorable conditions for sustainable business expansion. Conversely, the most significant external threat identified in this study is product plagiarism involving educational content, product designs, and the company's brand identity, with a weighted score of 0.30.

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Table 3. Matrix EFAS

External Factor	Bobot	Rating	Bobot Score (W × R)
Opportunities			
1. Increasing public demand for early childhood educational products.	0,15	4	0,60
2. Advances in digital technology provide opportunities to expand marketing activities.	0,13	4	0,52
3. Opportunities for collaboration with schools and educational institutions.	0,12	3	0,36
4. The use of marketplaces and social media can enhance market reach.	0,10	3	0,30
5. The growth of the creative industry provides opportunities for business development.	0,08	3	0,24
Total Opportunity Score	0,58		2,02
Threats			
1. Plagiarism of product designs and company identity.	0,15	2	0,30
2. Increasing competition within the creative industry.	0,10	2	0,20
3. Changes in consumer preferences from printed to digital products.	0,10	2	0,20
4. Competitors offering similar products at lower prices.	0,07	2	0,14
Total Threat Score	0,42		0,84
Total External Factor Score	1.00		2,86

Copyright infringement poses considerable risks to business sustainability because it may reduce customer confidence, weaken brand reputation, and generate financial losses. Other important threats include increasingly intense competition within the creative industry (0.20), changing consumer preferences toward digital learning media (0.20), and competitors offering similar products at lower prices (0.14). The EFAS findings indicate that although PT. Zivana Media Kreatif faces substantial competitive challenges, the company operates in an environment characterized by greater opportunities than threats. Therefore, strengthening product innovation, enhancing copyright protection, and optimizing digital marketing strategies are essential for maintaining long-term competitiveness.

3.4. SWOT Matrix Analysis

Following the evaluation of internal and external strategic factors, the SWOT Matrix was developed to formulate alternative business development strategies. The matrix integrates the company's strengths, weaknesses, opportunities, and threats into four strategic alternatives: Strength–Opportunity (SO), Weakness–Opportunity (WO), Strength–Threat (ST), and Weakness–Threat (WT).

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IFAS / EFAS	Strengths (*Strengths*)	Weaknesses (*Weaknesses*)
	1. Has creative children's books and educational media products and has high educational value. 2. The company has the ability to create product designs and concepts that meet consumer needs. 3. Has experience in the field of publishing and the creative industry. 4. The product has unique characteristics that differentiate it from competing products.	1. Limited human resources, especially in the production department. 2. The production process still depends on several specific workers. 3. Utilization of digital marketing is not yet optimal. 4. Protection of works and copyrights still needs to be improved.
Opportunities (*Opportunity*) 1. Increasing public demand for children's books and educational media. 2. The development of digital technology provides broader marketing opportunities. 3. There are opportunities for collaboration with schools and educational institutions. 4. The growth of the creative industry opens up new market opportunities.	**SO Strategy** 1. Develop a variety of educational products by utilizing the company's creativity to meet market needs. 2. Leverage product excellence and company identity to expand marketing through digital media. 3. Strengthen collaboration with educational institutions to expand product marketing networks.	**WO Strategy** 1. Increase the use of digital media as a marketing strategy to expand market reach. 2. Improve the quality and number of workers to make the production process more effective. 3. Improve intellectual property management to create greater opportunities for product development.
Threats (*Threats*) 1. Increasing competition in the creative industry. 2. The risk of plagiarism and product imitation. 3. Changes in consumer trends due to technological development. 4. The emergence of similar products from competitors.	**ST Strategy** 1. Maintain the quality and uniqueness of products to face increasing competition in the creative industry. 2. Carry out continuous product innovation so that the company has advantages over competitors. 3. Strengthen brand identity and copyright protection to reduce the risk of plagiarism.	**WT Strategy** 1. Conduct evaluation of operational activities so the company can face competition effectively. 2. Improve human resource capabilities to make the production process more optimal. 3. Create a product supervision system to reduce the risk of work imitation.

Figure 2. SWOT Matrix for PT. Zivana Media Kreatif

3.4.1. Strength–Opportunity (SO) Strategy

The SO strategy emphasizes maximizing the company's internal strengths to capitalize on external opportunities. Considering the increasing demand for educational products and the rapid development of digital technology, PT. Zivana Media Kreatif should continue expanding its portfolio of innovative educational products while maintaining product quality and uniqueness. Furthermore, the findings indicate utilize its strong product identity to strengthen digital marketing activities through social media and online platforms. Expanding collaborations with schools, kindergartens, and educational institutions would further increase market penetration and enhance customer trust.

3.4.2. Weakness–Opportunity (WO) Strategy

The WO strategy focuses on overcoming internal weaknesses by utilizing available external opportunities. The company should improve its digital marketing capability to maximize market expansion opportunities created by technological development. Increasing the number and competence of production personnel is also necessary to improve operational efficiency and production capacity. Moreover, strengthening copyright management and intellectual property protection would enable the company to develop new products with greater confidence while minimizing the risk of intellectual property infringement.

3.4.3. Strength–Threat (ST) Strategy

The ST strategy utilizes the company's strengths to mitigate external threats. Maintaining high product quality and distinctive product characteristics is essential for competing within the increasingly competitive creative industry. Continuous product innovation should also be prioritized to ensure that products remain relevant to changing consumer preferences. In addition, strengthening corporate branding and copyright protection is necessary to minimize plagiarism risks and preserve the company's competitive advantage.

3.4.4. Weakness–Threat (WT) Strategy

The WT strategy represents a defensive approach aimed at minimizing weaknesses while reducing the impact of external threats. The the finding conduct regular operational evaluations to improve organizational effectiveness and production efficiency. Enhancing employee competencies through training and capacity development programs would increase organizational productivity. Furthermore, establishing more

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effective product monitoring and copyright management systems would reduce the likelihood of product imitation and support sustainable business development.

Overall, the SWOT Matrix demonstrates that PT. Zivana Media Kreatif possesses considerable strategic potential to achieve sustainable growth. The combination of strong internal capabilities and favorable external opportunities provides a solid foundation for implementing proactive business development strategies while addressing organizational weaknesses and competitive challenges.

3.5. SWOT Diagram Analysis

To determine the strategic position of PT. Zivana Media Kreatif, the results of the IFAS and EFAS analyses were further mapped using the SWOT Cartesian Diagram. This diagram illustrates the company's strategic position by comparing the differences between internal factors (strengths and weaknesses) and external factors (opportunities and threats). The coordinates were calculated by subtracting the total weakness score from the total strength score on the X-axis and subtracting the total threat score from the total opportunity score on the Y-axis.

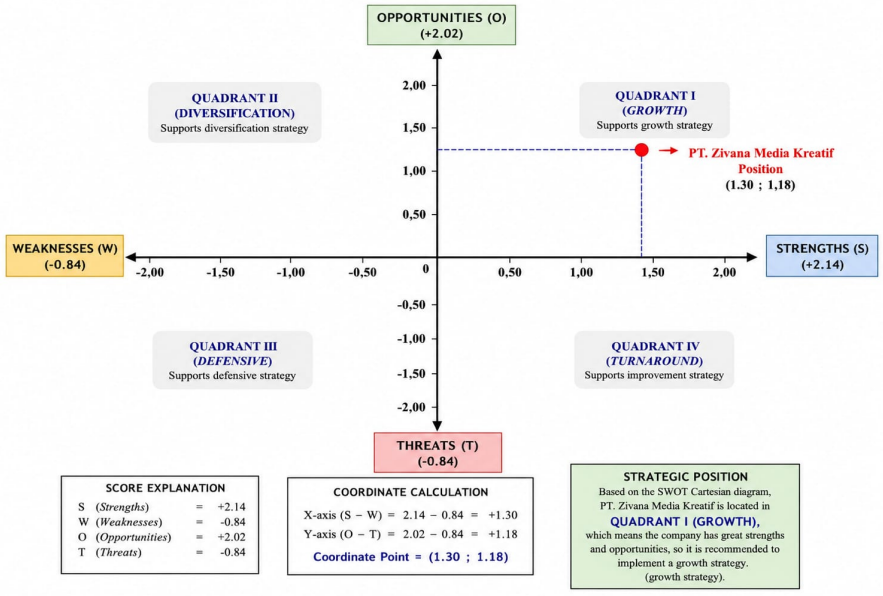


Figure 3. SWOT Diagram

Based on the IFAS analysis, PT. Zivana Media Kreatif achieved a strength score of 2.14 and a weakness score of 0.84, resulting in an internal coordinate of +1.30. The EFAS analysis produced an opportunity score of 2.02 and a threat score of 0.84, yielding an external coordinate of +1.18. These results place the company at the strategic coordinate (1.30, 1.18) in Quadrant I (Growth Strategy) of the SWOT Cartesian Diagram.

This position indicates that the company has strong internal capabilities and operates in an environment with greater opportunities than threats. Therefore, PT. Zivana Media Kreatif should adopt an aggressive growth strategy by leveraging its strengths through continuous product innovation, digital marketing optimization, and market expansion. Strengthening intellectual property protection and establishing partnerships with schools, early childhood education institutions, and distribution partners are also important to enhance competitiveness and support sustainable business growth.

3.6. Development Strategy Discussion

The SWOT analysis indicates that PT. Zivana Media Kreatif is positioned in Quadrant I (Growth Strategy), suggesting that the company should pursue an aggressive growth strategy by leveraging its strengths to capitalize on market opportunities.

The Strength–Opportunity (SO) strategy focuses on continuous product innovation, maintaining product quality, and optimizing digital marketing through social media and online marketplaces to expand market reach and strengthen customer engagement.

The Strength–Threat (ST) strategy emphasizes maintaining product originality, strengthening brand identity, and improving intellectual property protection to reduce plagiarism risks and enhance competitiveness.

The Weakness–Opportunity (WO) strategy prioritizes improving human resource capacity, increasing production efficiency through digital technology, and expanding collaboration with educational institutions and business partners to support market growth.

The Weakness–Threat (WT) strategy focuses on strengthening operational management, conducting regular performance evaluations, improving strategic planning, and implementing comprehensive intellectual property management to enhance organizational sustainability.

Overall, the SWOT analysis suggests that PT. Zivana Media Kreatif should prioritize product innovation, digital marketing optimization, human resource development, and intellectual property protection to strengthen its competitive advantage and achieve sustainable business growth.

4. Conclusions

This study found that PT. Zivana Media Kreatif has strong internal capabilities (IFAS = 2.98) and favorable external conditions (EFAS = 2.86), indicating that the company is well positioned for business development. The SWOT Cartesian Diagram places the company in Quadrant I (Growth Strategy) with coordinates of (1.30, 1.18), suggesting that the company should leverage its strengths to capitalize on market opportunities. Therefore, the recommended strategy focuses on product innovation, digital marketing optimization, human resource development, collaboration with educational institutions, and strengthening intellectual property protection to enhance competitiveness and ensure sustainable business growth.

4.1. Practical Recommendations

For PT. Zivana Media Kreatif, continuous innovation in educational products should remain a strategic priority to maintain product uniqueness and respond to changing market demands. The company should also optimize digital marketing through social media and online marketplaces, improve employee competencies to increase production efficiency, and strengthen intellectual property protection through copyright registration and effective monitoring to minimize plagiarism and safeguard the company's competitive advantage.

4.2. Study Limitations

This study is limited to a qualitative analysis of a single company, namely PT. Zivana Media Kreatif, using the SWOT approach. Therefore, the findings reflect the specific conditions of the company and may not be directly generalizable to other businesses within the creative industry. Future studies are encouraged to involve a broader range of creative enterprises and integrate additional strategic analysis tools to provide a more comprehensive evaluation of business development strategies.

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