



Analysis of Byzantium Apparel's Marketing Strategy in Increasing Competitiveness in the Sports Apparel Market

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Abstract

Byzantium Apparel is a growing local business engaged in the sportswear industry, facing intense competition and rapidly changing market dynamics. This research aims to analyze the marketing strategy of Byzantium Apparel using the SWOT framework to identify strengths, weaknesses, opportunities, and threats, as well as to formulate recommendations for business development. A qualitative descriptive method was applied through interviews with the business owner, employees, and selected customers, supported by direct observation and document analysis. The findings reveal that Byzantium Apparel has strong advantages in building customer loyalty through community-based marketing, competitive pricing, and active digital promotion via social media platforms. However, weaknesses such as limited human resources for innovative content creation, inconsistent promotional scheduling, and reliance on third-party distribution channels were identified. The study also highlights significant opportunities arising from the growth of sports communities, digital technology advancements, and increasing health-conscious lifestyles. Nonetheless, threats from larger competitors, shifting social media algorithms, and the risk of imitation remain challenges. This research contributes to marketing knowledge, particularly for small businesses in the sportswear sector, by providing practical insights into adaptive, community-oriented, and digital-driven marketing strategies.

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INTRODUCTION

The sports apparel industry has shown rapid development in recent decades, both globally and nationally. Statista data (2024) notes that the global sports apparel market value has reached more than USD 250 billion, with an average annual growth projection of 5.8% until 2028. This increase is driven by several factors, such as increasing public awareness of the importance of a healthy lifestyle, the growth of sports culture, and the trend of casual fashion (athleisure), where sportswear is now not only used for physical activities, but also becomes part of everyday lifestyle (NPD Group, 2022; Euromonitor International, 2023). This is in line with the findings of Kim and Sullivan (2019) who emphasize that athleisure products carry emotional branding that resonates with consumers' lifestyles, blurring the line between fashion and functionality.

In Indonesia, a similar phenomenon is clearly visible. Based on data from the Central Statistics Agency (2024), the consumption of sportswear products has increased significantly. This is in line with the growing public interest in sports, both as a recreational activity, an effort to maintain health, or an achievement event. The city of Semarang, as the center of economic growth in Central Java, also shows the same development. Based on observations via Google Maps (2025), the number of sports apparel stores in the city of Semarang has increased, including large-scale outlets, international brands, and small and medium enterprises that produce sportswear.

However, competition in this sector is increasingly competitive. Consumers demand not only good product quality, but also innovative designs, sustainability, and emotional connection with the brand. In this context, Kim, Kang, and Ko (2023) highlight that brand identity and sustainability are crucial drivers of consumer intention in sportswear consumption. Similarly, Nguyen, Park, and Lee (2024) note that innovation strategies, particularly among sustainable sport apparel startups, are key to

maintaining competitiveness in the global market.

Therefore, implementing the right marketing strategy is a crucial aspect to win market competition (Kotler & Keller, 2019; Kotler, Kartajaya, & Setiawan, 2021). Marketing strategies do not only revolve around the product itself, but must also pay attention to all elements of the marketing mix, such as products, prices, distribution, promotions, and the use of digital technology to reach consumers more widely and personally (Wang, Li, & Zhou, 2022). In the era of digital marketing, Djafarova and Trofimenko (2019) found that micro-celebrities or 'instafamous' personalities on social media strongly influence consumer trust and purchase decisions, especially in fashion-related industries. Previous research conducted by Pitoy, Tumbel, and Worang (2016) showed a significant influence between marketing strategies and purchasing decisions for sports apparel products, especially among the younger generation. This finding is in line with Solomon's (2020) opinion, which emphasizes the importance of understanding consumer behavior, including factors that influence purchasing decisions, as a basis for developing effective marketing strategies. Yeo, Goh, and Rezaei (2023) further elaborate that consumer experience and trust in social commerce platforms also play a vital role in driving purchase behavior in fashion retail.

The development of the sports industry as a whole has also driven the growth of the sports apparel sector. In recent years, sports are no longer seen as merely a recreational activity, but have become part of the economic development strategy in many countries. The sports industry is known as a sunrise industry, a sector that has bright prospects and has the potential to create jobs, encourage innovation, and improve people's welfare (Mintzberg, Ahlstrand, & Lampel, 2020). According to Ratten (2021), sports entrepreneurship plays a critical role in sustaining and developing sport-based businesses, including those in the apparel segment.

Technological advances, especially in the digital sector, are increasingly strengthening the

development of this industry. According to Wang et al. (2022), the development of information and communication technology, including social media and digital platforms, opens up new opportunities for sports industry players to expand marketing networks, increase brand awareness, and strengthen competitiveness. In addition, Yoo and Arnold (2021) emphasize the need for strong competitive positioning strategies in the sport apparel retail sector to survive in the saturated global market.

Digital transformation is also felt in the sports apparel sector, including in the city of Semarang. Local brands such as Byzantium Apparel are one example of business actors who are trying to take advantage of this development. Byzantium Apparel developed a social media-based promotional strategy to reach local sports communities and potential consumers. The owner's direct involvement in compiling promotional content is a strength in efforts to increase product existence and sales.

However, marketing strategies in the digital era also face various challenges, such as dynamic changes in social media algorithms, competition with big brands that have superior resources, and demands for continuous content innovation. Furthermore, Bruce and Daly (2011) argue that adding value through supply chain efficiency remains a persistent challenge in the apparel industry. On the other hand, Shen (2014) reminds that sustainability practices in fashion supply chains, such as those adopted by H&M, offer lessons for apparel brands facing global scrutiny. Therefore, a deeper study is needed regarding the effectiveness of the marketing strategies implemented, and the extent to which these strategies influence consumer purchasing decisions.

Based on the description above, this study was conducted to analyze the influence of marketing strategies on purchasing decisions for sports apparel products in Semarang City, with a focus on the case study of Byzantium Apparel as one of the local brands that is trying to increase its competitiveness amidst the development of the sports industry and marketing digitalization.

METHODS

This type of research is field research (field research) with a qualitative approach. Qualitative research is used to understand the meaning given by individuals or groups to a social phenomenon. According to Creswell and Poth (2018), qualitative research aims to explore meaning in depth through direct interaction with participants in their natural environment. In line with that, Patton (2015) emphasized that qualitative research focuses on understanding the natural context, subjective meaning, and the active involvement of researchers in data collection and analysis.

This research is also based on the constructivism and post-positivism paradigms, where reality is understood as something complex and reliable from various perspectives (Sugiyono, 2014). Therefore, researchers act as the main instrument in data collection through observation, interviews, and documentation. This research is recommended as field research because the data was collected directly on location, namely at Byzantium Apparel, a sports jersey manufacturing vendor. As explained by Yin (2018), field research allows researchers to obtain contextual and authentic data through direct involvement with the research object. Data were collected through observations in workshops and interviews with owners and employees, to analyze the role of SWOT in determining marketing strategies in the sports industry. The research implementation process follows a systematic, structured, and measurable research flow, so that the results obtained can be accounted for both academically and practically in the field. The research was conducted at Byzantium Apparel located at Jl. Ismaya Raya No.19, Lerep, West Ungaran, Semarang Regency, Central Java, Indonesia. The selection of Byzantium Apparel was not without reason, but was based on several considerations. First, Byzantium Apparel is one of the business units in the apparel industry that is growing and trying to build a local brand image amidst the tight competition in the fashion business. Second,

Byzantium Apparel actively markets its products through various strategies, both offline and online, so that it becomes a relevant object for research. Third, the location of Byzantium Apparel is relatively easy to reach, making it easier for researchers to access data, conduct observations, and interact directly with informants in the field.

This research was conducted over a period of two months, namely from May to June 2024. This time span was chosen to provide sufficient space for researchers to conduct repeated observation processes, in-depth interviews, and collect other supporting data. With adequate duration, researchers hope to be able to explore data more comprehensively, without rushing, and have time to reflect on temporary findings before further analysis. The informant determination technique used the purposive sampling method, meaning that researchers deliberately selected informants based on certain criteria, not randomly. The informant criteria in this study were individuals who had roles, experience, and direct knowledge related to the production and marketing processes at Byzantium Apparel. The total number of informants in this study was five people, consisting of one business owner, two production employees, and two marketing employees. The ten informants were considered representative in providing a complete picture of the internal and external conditions of Byzantium Apparel, especially those related to the strengths, weaknesses, opportunities, and threats faced by the company in implementing its marketing strategy.

Data collection was conducted through three main complementary techniques, namely participant observation, structured interviews, and documentation. Observation techniques were conducted to directly observe various activities at Byzantium Apparel, starting from the clothing production process, product packaging, offline marketing activities (such as sales at outlets or bazaars), to online marketing activities through social media or marketplaces. During the observation process, researchers not only

recorded visible facts, but also tried to understand the interaction patterns between employees, the promotional strategies implemented, and the responses of consumers who came to the business location. To support data accuracy, researchers used field notebooks, video recorders, and Canon EOS 1500D digital cameras to document important moments in the field.

Research instruments are tools used to collect data, where in qualitative research, the researcher himself acts as the main instrument (Creswell & Poth, 2018). However, to strengthen the validity and depth of the data, researchers also use several additional instruments, such as observation guidelines, interview guidelines, and documentation (Sugiyono, 2019). Observations are carried out systematically with a guide containing a list of important aspects observed directly at the research location, so that the data obtained remains objective and in accordance with the focus of the research (Patton, 2015). In addition to observations, researchers also conduct structured interviews using previously prepared question guidelines. Interviews are conducted face-to-face at the business location with a duration of around 30 to 45 minutes per informant. During the interview process, researchers use a Sony ICD-PX470 audio recorder to ensure that all conversations are well documented, so that no important information is missed. Topics discussed include marketing strategies implemented, challenges in marketing products, SWOT analysis from the informant's perspective, and hopes and suggestions for future business development. Interviews were conducted in a relaxed yet professional atmosphere, so that informants felt comfortable sharing information openly and honestly. In addition, documentation such as photos of activities, field notes, and other supporting documents were also collected to complement and strengthen the results of observations and interviews.

The third technique is documentation, which is no less important in completing research data. Through documentation, researchers collect various secondary data that are relevant to

marketing activities at Byzantium Apparel. This data includes product photos, field notes, product lists, promotional materials such as brochures or catalogs, to digital marketing content published on social media such as Instagram, Facebook, and in the marketplace. This documentation not only functions as a complement, but also as visual evidence that strengthens the results of interviews and observations that have been carried out. As explained by Creswell & Poth (2018), Moleong (2017), and Sugiyono (2019), documentation provides a concrete picture, background, and context that enriches researchers' understanding of the phenomenon being studied, in this case the SWOT analysis-based marketing strategy implemented by the sports jersey manufacturing vendor Byzantium Apparel. With the combination of these three techniques, the data collected is expected to be accurate, in-depth, and able to describe conditions in the field in full.

After all data from interviews, observations, and documentation are collected, the researcher carries out a gradual data analysis process so that the information obtained is truly structured, meaningful, and easy to understand. The first stage is data reduction, which is the process of filtering and sorting relevant data, grouping information according to research needs, and discarding data that is not directly related to the focus of the study. In line with the opinion of Miles & Huberman (2014), qualitative data analysis is not only limited to data collection and presentation, but also includes reduction, presentation, and drawing conclusions which are carried out repeatedly and interactively until the data reaches saturation point. In this process, the researcher also acts as an interpreter who links field data with theory and research objectives, as emphasized by Creswell & Poth (2018). The analysis is flexible and develops according to the dynamics of findings in the field (Ary et al., 2019).

Data analysis is focused on using the SWOT approach, which begins with the preparation of the IFAS (Internal Factor Evaluation Summary) and EFAS (External Factor Evaluation Summary) matrices. The IFAS

matrix is used to map the internal strengths and weaknesses of Byzantium Apparel. Each internal factor is assessed based on a weight (scale 0–1) according to its level of importance, then given a rating of 1 to 4 based on effectiveness, so that a total score is obtained as a picture of the company's internal condition (David & David, 2017; Rangkuti, 2020). Meanwhile, the EFAS Matrix is composed with a similar principle, but focuses on identifying external opportunities and threats that have the potential to affect business continuity.

The results of the IFAS and EFAS calculations are the basis for mapping the position of Byzantium Apparel in the SWOT Diagram, which is divided into four strategic quadrants, namely aggressive strategy (growth-oriented), diversification strategy, turnaround strategy (recovery), and defensive strategy. In this way, researchers can understand the real conditions of the company as a whole and formulate appropriate strategies, as explained by Gurel & Tat (2017) and Wheelen & Hunger (2020). With this approach, the resulting strategy is not only oriented towards momentary reactions, but is able to be adaptive, realistic, and anticipate changes in the business environment in the future.

The IFAS table below is designed to identify Byzantium Apparel's internal strengths and weaknesses. Each factor is weighted according to its level of importance (total weight = 1), then assessed using a scale of 1–4, where:

- 4 = factor strongly supports success
- 3 = factor moderately supports success
- 2 = factor is less supportive
- 1 = factor is very unsupportive

2.1 Byzantium Apparel IFAS (Internal Factor Analysis Summary) table

No	Internal Factors	Weight	Rating	Rating	Information
1	The product quality is quite good	0,25	3	0,75	Neat product and strong stitching
2	Product design follows	0,20	4	0,80	Up to date clothing models

No	Internal Factors	Weight	Rating	Rating	Information
	current trends				
3	Production capacity is still limited	0,15	2	0,30	Not yet mass production
4	Online marketing is quite active	0,20	3	0,60	Active on Instagram & Shopee
5	Human resources are limited	0,20	2	0,40	Small team, high workload
	Total	1,00		2,85	

The total IFAS score of 2.85 shows that Byzantium Apparel's internal factors are quite good, but there are still some significant weaknesses, especially in terms of production capacity and limited human resources. This means that internal strengths are quite reliable, but improvements need to be made in certain areas.

The EFAS table is used to identify external opportunities and threats. Weights and ratings are assigned based on relevance and impact, using the same scale as IFAS.

2.2 Byzantium Apparel External Factor Analysis Summary (EFAS) Table

No	External Factors	Weight	Ratings	Scor	Information
1	Local fashion trends are increasingly in demand	0,30	4	1,20	Consumers are proud of local products
2	Ease of access to digital marketing	0,25	3	0,75	Active marketplace & social media
3	Competition for similar products is very tight	0,25	2	0,50	Many similar brands have emerged

No	External Factors	Weight	Ratings	Scor	Information
4	Fluctuations in raw material prices	0,20	2	0,40	Fabric & accessories prices are unstable
	Total	1,00		2,85	

IFAS and EFAS values are the same, Byzantium Apparel's position tends to be in quadrant I (Aggressive Strategy), but still needs to consider internal inhibiting factors.

Recommended Strategy:

- Maximize digital marketing, especially through Instagram, Shopee, and TikTok platforms, considering that local fashion trends are increasingly in demand by young consumers.
- More innovative product development, while maintaining quality and design that follows market tastes.
- Collaboration with local communities or influencers, to increase brand awareness without having to spend large promotional costs.
- Increase production capacity gradually, for example by recruiting additional workers or a pre-order production system for cost efficiency.

The results of the analysis show that Byzantium Apparel has quite strong potential to develop in the local clothing industry. Support from market trends and the strength of digital marketing can be a big capital, as long as the company is able to overcome the constraints of production capacity and limited human resources. An aggressive strategy based on

internal strengths and external opportunities is the most logical direction to take.

The analysis process does not stop at filling in tables and diagrams, but continues with comprehensive data interpretation. Researchers connect the results of the SWOT analysis with real conditions in the field, considering market dynamics, consumer behavior, and Byzantium Apparel's internal capabilities. Thus, the resulting marketing strategy recommendations are not only based on numbers or theories, but truly reflect the business reality faced by Byzantium Apparel.

Validity and trustworthiness of the research results, researchers apply triangulation techniques, both method triangulation and source triangulation. Method triangulation is done by comparing data from observations, interviews, and documentation to ensure consistency and accuracy of information. Source triangulation is done by checking the conformity of information provided by various informants, such as business owners and employees. In addition, researchers also conduct member checking, namely confirming the results of the temporary analysis to the owner of Byzantium Apparel, in order to minimize misinterpretation or subjective bias.

All instruments used in the study, such as observation sheets, interview guidelines, IFAS/EFAS table formats, and examples of SWOT diagrams, have been well prepared and attached at the end of the research report. This aims to facilitate other parties who wish to replicate or develop similar research in the future. The preparation of systematic, detailed, and field-oriented research methods, it is hoped that this study will not only meet academic standards, but

also provide practical contributions for Byzantium Apparel in formulating more targeted, competitive, and sustainable marketing strategies.

RESULTS AND DISCUSSION

This study analyzes the marketing strategy of Byzantium Apparel, a local brand engaged in the production of sports jerseys, located in Semarang Regency and established in 2021. Byzantium Apparel positions itself as a jersey vendor targeting the youth to adult segments, especially students, college students, and sports communities that prioritize comfort, quality, and style.

This study uses a descriptive qualitative approach with data collection techniques in the form of in-depth interviews, participatory observation, and documentation. The main informant is the business owner who also serves as the sole manager of production, marketing, and customer service aspects.

Byzantium Apparel's marketing strategy is analyzed through the 4P marketing mix consisting of Product, Price, Place, and Promotion. Each 4P element is mapped using a SWOT analysis based on field data results, then discussed scientifically according to the main marketing theory which includes:

1. Product

Based on the results of observations and interviews, Byzantium Apparel offers sports jerseys with good quality materials, such as Milano and Emboss, which are in accordance with the characteristics of Indonesia's tropical climate. Jersey production is carried out to adjust

to the needs and preferences of consumers, especially men from teenagers to adults who prioritize comfort and self-identity through clothing style.

Table 3.1 Product SWOT Analysis

Aspect	Field Findings
Strengths	The quality of the material is adjusted to the tropical climate; the design can be customized; the price is relatively affordable.
Weaknesses	Production is still done manually by the owner; production capacity is limited.
Opportunities	The trend of community and sporting event jerseys is increasing; young consumers are paying more attention to fashion personalization.
Threats	Competition among jersey vendors in the local market is increasing; fashion trends are changing rapidly.

Product quality is the main strength of Byzantium Apparel, in line with the theory that quality is the basis of brand loyalty and purchasing decisions (Kotler & Keller, 2016). The use of materials such as Milano and Emboss shows an effort to meet the functional and emotional needs of consumers (Armstrong et al., 2022). However, manual production capacity is an internal weakness that has the potential to

hinder the fulfillment of demand. Market opportunities remain large with the trend of community jerseys and sport-fashion, although competition in this industry is very dynamic. The product strategy is in accordance with consumer needs, but it is necessary to increase production capacity and design innovation to maintain competitiveness.

2. Price

The pricing strategy at Byzantium Apparel refers to the principle of competitive pricing, with a price range of Rp125,000 to Rp135,000 per item, depending on the type of material, the level of design complexity, and the number of orders. The owner also takes advantage of certain moments such as international sporting events, Eid, and New Year to provide discounts as part of the marketing strategy.

Table 3.2 SWOT Analysis of Price

Aspect	Field Findings
Strengths	Competitive and affordable price for local market; flexible according to material and design.
Weaknesses	Profit margins are relatively small; limited price promotions on major digital platforms.
Opportunities	Sporting or community events open up opportunities for seasonal promotions; consumers are increasingly aware of the value of local products.
Threats	Competitors' prices in major marketplaces may be lower; fluctuations in raw material prices affect production costs.

Byzantium Apparel's pricing strategy applies value-based pricing, which is a price determined based on consumer perception of value, not just production costs (Nagle & Müller, 2018). Competitive prices increase market

appeal, but must be balanced with efficiency to maintain margins. Seasonal discounts have proven effective in driving sales and building a positive image (Monroe, 2012). However, the limited price promotions in large marketplaces are a weakness, especially amidst the increasing trend of online shopping.

3. Place

Product distribution is done offline through workshops, sports community events, and direct sales from home. Online, Byzantium Apparel uses social media such as Instagram and WhatsApp as a means of promotion and transaction.

Table 4.3 SWOT Analysis of Place

Aspect	Field Findings
Strengths	Offline distribution creates social closeness with local consumers; social media as a means of fast communication.
Weaknesses	Not yet optimally utilizing large marketplaces; market reach is still limited.
Opportunities	Potential expansion to marketplace (Shopee, Tokopedia); online shopping trend is increasing.
Threats	Consumers tend to choose platforms with more integrated payment and delivery systems.

Byzantium Apparel's distribution implements a hybrid approach (physical and digital), but has not optimally implemented an omnichannel strategy that can increase customer visibility and convenience (Strauss & Frost, 2022). Social media has been used to build relationships, but its absence in large marketplaces is an obstacle to market expansion. A marketplace expansion strategy is needed to

reach consumers more widely and follow online shopping trends.

4. Promotion

Promotion is done through social media Instagram and WhatsApp with visual content such as product catalogs, customer testimonials, and documentation of business activities. In addition, word of mouth strategies through community networks and personal relationships are the main strengths in promoting products in the local market.

Table 3.4 Promotion SWOT Analysis

Aspect	Field Findings
Strengths	Trust-based organic promotion; visual content increases product appeal.
Weaknesses	Not taking advantage of paid advertising or professional promotion on social media.
Opportunities	Potential for increased reach through paid digital marketing; the content marketing trend is getting stronger.
Threats	Competitors use more aggressive digital promotion; social media algorithms can limit the reach of free content.

Byzantium Apparel's promotion relies on earned media to build trust organically (Keller, 2020), but its reach is limited. Audience engagement-based content marketing is effective for local brands (Chaffey & Ellis-Chadwick, 2019), but to compete more widely, it needs to be supplemented with paid digital marketing

strategies and strengthen online presence. SWOT analysis shows strengths in product quality, price, and social promotion, but improvements are needed in production, distribution, and digital promotion to increase competitiveness and take advantage of sport-fashion trends.

Byzantium Apparel's marketing strategy shows strength in terms of product quality, competitive pricing, and social media-based promotions. However, there are weaknesses that must be addressed immediately, especially production capacity, limited digital distribution, and suboptimal online promotions. Great opportunities are open through the growing trends of digitalization, marketplaces, and sports fashion.

Based on the findings that have been described, further analysis and discussion can be carried out to see the relationship between the real conditions of Byzantium Apparel and the theory and results of previous studies. This analysis is the basis for formulating a more appropriate development strategy.

Here are the results of the discussion:

1. Byzantium Apparel Marketing Strategy

Byzantium Apparel's marketing strategy is analyzed using the marketing mix approach (4P) and the SWOT framework (Strengths, Weaknesses, Opportunities, Threats). This discussion provides a comprehensive overview of the strengths, challenges, and development opportunities that can be optimized by the company.

Products are the main element in Byzantium Apparel's marketing strategy. The company shows a fairly good understanding of market needs, especially for the youth and adult segments who like jerseys or sportswear. The

variety of products offered includes various types of sports apparel with quality materials and designs that are relevant to current trends. One of the main strengths lies in strict quality control and a commitment to product innovation. Findings from interviews indicate that the production process is structured and open to consumer input, thus having a positive impact on customer satisfaction levels.

In terms of price, Byzantium Apparel implements a competitive strategy, adjusted to the purchasing power of the target market. However, several weaknesses still need to be addressed, especially related to expanding market reach, especially in the sport casual segment. In addition, based on input from informants, there are notes that product quality can still be improved more optimally, and the customer complaint handling system needs to be strengthened so as not to reduce consumer trust.

Product distribution is carried out through direct and indirect channels, with the support of social media to expand market reach. The opportunity to develop a product line into the casual fashion segment is also a potential strategy that can increase demand, in line with the increasingly popular healthy lifestyle trend. Field findings show that management is aware of this potential, although it has not been fully maximized.

In terms of promotion, Byzantium Apparel currently still relies on conventional methods such as word of mouth and organic content through social media. This strategy is quite effective for the initial stage, but is considered not fully adaptive to the dynamics of digital trends and changes in consumer behavior. Competitors who are more innovative in digital promotion are

a threat that must be anticipated. Overall, the analysis shows that Byzantium Apparel has advantages in terms of product quality, relevant design, and efficient production processes. On the other hand, there are challenges related to limited market reach, strengthening quality control systems, and the need for innovation in promotional strategies. Opportunities to expand market segments and improve digital-based marketing strategies must be optimally utilized so that the company can continue to compete in the increasingly competitive sports apparel industry.

2. Byzantium Apparel Pricing Strategy

Pricing strategy is one of the key elements that determines competitiveness and influences consumer purchasing decisions. In this case, Byzantium Apparel seeks to build competitiveness through the application of competitive prices as part of a market penetration strategy. However, this strategy does not only focus on the price aspect, but also maintains added value through the quality of materials and attractive product designs.

Although product quality is Byzantium Apparel's main strength, the company still faces challenges in terms of brand recognition and limited market reach. On the other hand, market opportunities are quite open along with the increasing trend of a healthy lifestyle among the public. Even so, competition in this industry remains tight, especially from large competitors who have the capacity to offer lower prices and more aggressive marketing strategies.

From the interview results, it is known that pricing at Byzantium Apparel refers to the concept of value-based pricing, where product prices are adjusted to consumer perceptions of the benefits and quality they feel. In addition, the

company also applies price variations through seasonal discount programs and bundling packages as an effort to increase purchasing interest, especially for large purchases. Consumers generally give positive responses, assessing that the price of the product is commensurate with the quality and design offered.

The pricing strategy implemented by Byzantium Apparel has proven to be one of the strengths that can drive customer loyalty, especially among the sports community. The majority of consumers give positive appreciation to the balance between price and quality of the products offered. They consider that the price set is quite comparable to the quality and design they get.

However, there are still some important notes that need to be considered. One of them is the lack of understanding of some employees regarding the applicable pricing structure. This has the potential to hinder the process of communicating product value optimally to consumers, so that it can affect market perception of the product itself.

On the other hand, although the current price is considered quite competitive, there is room for improvement to increase the perception of product value so that it is more in line with the selling price. Byzantium Apparel also has the opportunity to strengthen consumer appeal through the implementation of a more flexible pricing strategy, such as a loyalty discount program, more varied product bundling, or special offers for the sports community.

However, the threat from major competitors remains something to be wary of, especially since they tend to be more aggressive

in playing pricing strategies. Price increases that are not accompanied by improvements in quality or product innovation risk reducing customer trust and loyalty. Therefore, maintaining a balance between price, quality, and added value is key for Byzantium Apparel to remain competitive in the increasingly competitive and price-sensitive sports apparel industry.

3. Byzantium Apparel Distribution Strategy (Place)

Distribution is one of the important elements in ensuring that Byzantium Apparel products can be accessed easily and on time by consumers. Currently, the company has utilized various distribution channels in an integrated manner, ranging from physical stores, online sales, to partnerships with resellers. Based on the results of interviews with the owner and several employees, the distribution system implemented is quite effective in expanding market reach, including to sports communities outside the city of Semarang. Customers also admit that the product purchasing process is relatively easy, both offline and online, although there are still some inputs for future improvements.

Behind this strength, there are several challenges that need attention. One of them is the fairly high dependence on third parties, such as logistics partners and resellers, which can affect the company's control over service quality. In addition, there is still a lack of understanding among some employees regarding the distribution flow, which can cause a lack of synchronization in communication and service to customers. Some consumers do not experience problems, but there are also inconsistent customer experiences, indicating the need for improvements in the distribution system.

On the other hand, there are huge opportunities, especially through digital transformation. Several suggestions from owners, employees, and customers lead to the development of more optimal digital distribution channels, such as expanding the presence in the marketplace and building its own e-commerce platform. In addition, the implementation of programs such as special discounts for sports communities or product bundling is also considered to be able to increase appeal and strengthen customer loyalty. Collaboration with local stores, academic communities, and sports events can also be a long-term strategy in expanding the distribution network.

Even so, competition remains a challenge. Competitors with more modern and efficient logistics systems have the potential to erode the market if Byzantium Apparel does not immediately improve. Some customers have even begun to express concerns regarding the speed and reliability of distribution, which if not taken seriously could encourage them to switch to other brands. Therefore, innovation in the distribution system, increasing internal understanding, and accelerating digitalization are crucial steps for Byzantium Apparel to remain competitive and get closer to consumers in the sports apparel market.

4. Byzantium Apparel Promotion Strategy

Promotion plays a central role in building brand awareness while driving customer loyalty. At Byzantium Apparel, the power of promotion lies in an active and participatory digital approach. The company has utilized social media platforms such as Instagram and TikTok to introduce products, share stories behind the

brand, and gauge market response. Staff involvement in content creation, coupled with direct testimonials from customers, are factors that strengthen the brand image in the eyes of the audience. Not a few consumers appreciate promotional content that is considered interesting, informative, and close to their daily lives, so that it has a positive impact on purchasing decisions.

However, this promotional effort still leaves some important notes. One of them is the allocation of the promotional budget which is not optimal, and the frequency of content tends to be inconsistent. Promotion has not been the main focus in the overall marketing strategy, so employee involvement is still limited. Some customers even said that the promotions carried out by Byzantium were not fully prominent or as competitive as other brands in the same market.

Given this situation, there is a great opportunity to strengthen promotional strategies in a more creative and impactful way. One way is through collaboration with local influencers, sports communities, or athletes who have an emotional closeness to the target market. A storytelling-based approach—telling the story behind a product or brand journey—is also considered capable of increasing appeal. In addition, empowering internal staff as brand ambassadors is considered effective, because they understand the values carried by the company. Customers also suggest that user testimonials be packaged more attractively and community-based promotions be encouraged more often to expand reach while strengthening emotional closeness with consumers.

Changes in social media algorithms that are often unexpected can affect the reach of

promotions. Big competitors with much larger promotional funds also continue to emerge, offering more aggressive and massive campaigns. In addition, if coordination between divisions within the company is not improved, the resulting promotions tend to be monotonous and less innovative, which can actually weaken competitiveness in the market.

Byzantium Apparel needs to strengthen its promotional strategy in a more integrated, creative, and adaptive way. This effort is not only important to increase competitiveness, but also crucial in strengthening Byzantium's position and image as a quality, relevant, and close-to-consumer sports apparel brand.

Byzantium Apparel's promotional strategy shows a fairly strong foundation through the use of social media and community involvement as part of efforts to build brand awareness. The presence of creative content involving customer testimonials and employee participation has had a positive impact on consumer perception, especially among sports lovers. However, promotions have not been fully optimized, especially in terms of consistency, budget allocation, and content innovation.

There are great opportunities that can be maximized, ranging from collaboration with local influencers, strengthening storytelling, to more active community involvement. Customers also show enthusiasm for promotions that are closer, more personal, and relevant to their lifestyle.

On the other hand, Byzantium needs to be aware of threats such as increasingly tight competition, internal limitations in coordinating promotions, and the dynamics of social media algorithms that continue to change. If not

anticipated, these factors can weaken the brand's competitiveness in the sports apparel market.

Overall, Byzantium Apparel's promotions still have great room to be improved to be more integrated, adaptive, and impactful. With a more consistent, innovative promotional strategy, supported by cross-division and community collaboration, Byzantium can strengthen its brand image and increase consumer loyalty amidst increasingly dynamic market competition.

CONCLUSION

Based on the results of the study related to the analysis of Byzantium Apparel's marketing strategy, it can be concluded that the strategy implemented by the company has strengths in terms of products that are in accordance with the needs of the sports community, competitive pricing, distribution that utilizes multi-channels, and promotions that prioritize closeness to local communities and digital marketing. However, this study also found weaknesses such as limited human resources in promotional content innovation, inconsistent distribution scheduling, and budget limitations that affect the variety of promotional media and market reach. Great opportunities for business development can be seen from the growth of the sports community, healthy lifestyle trends, and the rapid development of digital technology that opens up wider market access. On the other hand, threats such as tight competition with major competitors, changes in social media algorithms, and the potential for imitation of product and promotional concepts need to be seriously anticipated. This study contributes to the development of science, especially in the field of

marketing of sports apparel MSMEs, by providing an empirical picture of the importance of adaptive, community-based strategies, and the use of digital platforms to build sustainable competitiveness. These findings are expected to be a reference for academics, business actors, and communities in designing marketing strategies that are relevant to current market dynamics.

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