



# STRATEGI KEUANGAN

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MANAJEMEN BISNIS RITEL  
2020

Aryan Eka Prastya Nugraha



In 2006, after competing on the second season of *The Amazing Race*, Blake Mycoskie visited Argentina, where he was struck by the poverty—including the number of children walking around without shoes. Because the traditional Argentine alpargata shoe offers a simple, revolutionary solution for providing footwear, he set out to provide footwear for poor families by reinventing the alpargata for the U.S. market. To make the connection, Mycoskie committed to providing one new pair of shoes to a child living in poverty for every pair of shoes that consumers purchased from the One for One website. As he recounted, "I was so overwhelmed by the spirit of the South American people, especially those who had so little. And I was instantly struck with the desire—the responsibility—to do more."



The success of the initial idea pushed Mycoskie to move beyond just the Argentinean-styled classic alpargata shoes. Thus, TOMS today sells Cordones, for wear with or without laces; Botas, for both women and men; Stitchouts, which are only for men; Wedges and Wrap Boots for women; and of course, Youth and Tiny TOMS for children and toddlers. The social activist also decided that the company could increase the number of shoes provided to needy children by selling T-shirts, accessories, and hats—all of which spark the same one-to-one exchange.

REFACT

Eighty percent of Millennials would be likely to switch to a brand associated with a good cause if product price and quality were comparable; 53 percent had purchased a product or service tied to a cause in the last year.<sup>2</sup>



Achieving societal objectives is important to Blake Mycoskie, founder, CEO, and chief giving officer of TOMS shoes.

fashion statement that also provides a public proclamation of their own social responsibility. Through their social media networks, these TOMS aficionados, many of whom belong to the thousands of TOMS university clubs, affirm their love for TOMS and encourage others to join the movement. With annual sales estimated at greater than \$100 million, by 2012, TOMS had provided more than 1 million pairs of new shoes to children in more than 25 countries—including the United States.

Sources: [www.toms.com](http://www.toms.com); Ricardo Lopez, "It's Doing Well by Doing Good," *Los Angeles Times*, January 25, 2012, p. B.1; and Gregory Ferenstein, "TOMS Shoes Generation Y Strategy," *Fast Company*, June 9, 2010.

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socialize, and save the world, simultaneously. Wearing TOMS shoes is a business model make you more likely to buy its shoes?

Three types of objectives that a retailer might have are

- (1) Financial
- (2) societal, and
- (3) personal.

Return on assets (ROA) is the profit generated by the assets possessed by the firm

Societal objectives are related to broader issues that make the world a better place to live. For example, retailers might be concerned about providing employment opportunities for people in a particular area or for minorities or for people with disabilities. Other societal objectives might include offering people unique merchandise, such as environmentally friendly products; providing an innovative service to improve personal health, such as weight reduction programs; or sponsoring community events.

Many retailers, particularly owners of small, independent businesses, have important personal objectives, including self-gratification, status, and respect. For example, the owner/operator of a bookstore may find it rewarding to interact with others who like reading and authors who visit the store for book-signing promotions. By operating a popular store, a retailer might become recognized as a well-respected business leader in the community.

The previous sections have illustrated how the strategic profit model can be used to analyze the factors affecting some key retail performance ratios—operating profit margin percentage and asset turnover.



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# Thank You!

Any Questions?