

UDC 332

MARKETING STRATEGY ANALYSIS IN DEVELOPING CAPABILITIES THROUGH SWOT ANALYSIS FOR SALES VALUE CREATION

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ABSTRACT

This study aims to analyse the strengths, weaknesses, opportunities and threats and to find the most appropriate marketing strategy in order to increase sales value. This research was conducted at Bubuh Bali Restaurant in Tegallalang by using qualitative descriptive research methods. SWOT analysis is used as data analysis technique with data collection methods through observation, interviews, documentation, questionnaires, and literature study. Based on the results of the study, it was found that the influencing indicators were: Strengths: quality of products and ingredients, strategic location, affordability of product prices, consumer facilities, and innovation in developing new products. Weaknesses: service quality and promotional activities which are less innovative. Opportunities: consumer loyalty, good relations with suppliers, improvement of economic growth, people's lifestyles, as well as technological developments. Threats: the emergence of new competitors, rising prices of ingredients, and competitive culinary businesses. Marketing strategy is on the first quadrant (aggressive strategy) which means that the company must preserve and maintain by using its strengths and take advantages of existing opportunities to overcome the company's weaknesses as well as threats from other companies. The right alternative strategy for Bubuh Bali restaurant is SO strategy since the diagram position of Bubuh Bali Restaurant is between external opportunities and internal strengths in the SWOT matrix analysis diagram.

KEY WORDS

Marketing strategy, sales value, SWOT analysis.

The concept of marketing is a management orientation with a role where the key to achieving an organizational goal consists of the ability of the company or organization in the presentation of the needs and desires of the intended market effectively and efficiently in meeting the needs of that market. satisfaction (Swastha and Irawan, 2005). While Assauri (2017) explained that the marketing strategy is basically an overall plan in the field of marketing that provides guidance and direction on the activities to be implemented in achieving the targeted marketing goals. So in other words, the strategy of rejuvenation can be defined as a series of objectives, policies, and rules that direct marketing activities from time to time at each level and reference and allocation, especially in the face of the environment and circumstances in the ever-changing competitive conditions (Diniaty and Agusri, 2014).

Sales is a program of various marketing activities, Oktaviani and Lestari (2022) explained in an effort to facilitate the delivery of goods and services from producers to consumers, so that it suits the needs of the market (type, number, price, place and time).). According to Kotler & Keller (2016), sales volume is goods sold in the form of money in a certain period of time and in it has a good service strategy.

One tool that can be used to analyze marketing strategies used is SWOT analysis. SWOT analysis according to H. Abdul Manap (2016: 69) is an analysis model to identify the magnitude of the company's strengths and weaknesses and the opportunities and threats that exist. This analysis is used in measuring the internal and external factors of a company, where strengths and weaknesses are included in the internal factors of the company while the opportunities and threats of the company are external factors.

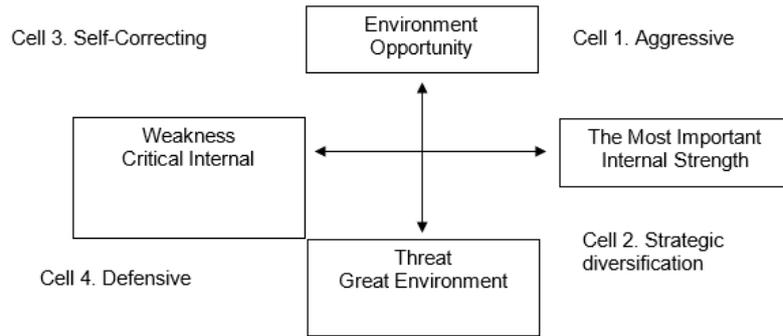


Figure 1 – SWOT Analysis Diagram

Quadrant 1: It's a very favorable situation. The opportunity and power make utilization effective for the company. The strategy that must be applied in this condition is to support an aggressive growth policy (*growth oriented strategy*).

Quadrant 2: Is a situation that despite various threats, this company still has internal power. The benefit of long-term opportunities with diversification strategies (products or markets) is a strategy that must be applied in utilizing existing strengths.

Quadrant 3: There is a large market opportunity, in this situation the company faces a very large market opportunity, but on the other hand there are some internal constraints or weaknesses. Strategy is focused on minimizing the company's internal problems in seizing market opportunities.

Quadrant 4: It is a very unfortunate situation, the company faces various threats and internal weaknesses.

EFAS \ IFAS	<i>Strength (S)</i> Determine internal strength factors	<i>Weakness (W)</i> Determine internal weakness factors
	<i>Opportunity (O)</i> Determine external opportunity factors	<i>Threats (T)</i> Determine external threat factors
	SO Create strategies that use power to take advantage of opportunities	WT Create strategies that minimize weaknesses to avoid threats
	ST Create strategies that use force to address threats	WO Create strategies that minimize weaknesses to take advantage of opportunities

Figure 2 – SWOT Matrix. Source: H. Abdul Manap (2016)

According to Kerti Yasa (2016: 78) this matrix is able to produce 4 types of strategies, which are:

- SO strategy: Create based on the company's way of thinking, namely by utilizing power in achieving great opportunities;
- ST Strategy: Utilization of force in overcoming existing threats;
- WO strategy: Take advantage of existing opportunities by minimizing weaknesses;
- WT Strategy: Try to minimize existing weaknesses by avoiding threats.

METHODS OF RESEARCH

This research was conducted at Rumah Makan Bubuh Bali which is located at Jalan Raya Pujung Kaja, Sebatu, Tegallalang, Gianyar, Bali with a marketing strategy with SWOT analysis as an object of research, including strengths, weaknesses, opportunities and threats.

This research method uses descriptive qualitative data. Qualitative data is data in the form of sentences, words, or images (Sugiyono, 2017: 23). The data collection method used is observation, interview, documentation, questionnaire, and literature studies where SWOT

analysis with qualitative approaches of *strength*, *weakness*, *opportunity*, and *threats* is used as a data analysis technique. Mello, *et al.* (2022) reveals that SWOT Analysis aims to maximize strengths and opportunities but in minimizing weaknesses and threats. From the understanding of SWOT will be explained as follows:

1. Internal factors using IFAS (*Internal Strategic Factors Analysis Summary*):
 - *Strength*: Is an aspect that benefits the company or the company's ability where there is quality in achieving the company's mission. By knowing the strengths, the company can be developed to be more resilient to be able to survive and compete in the market;
 - *Weakness*: All factors that are not favorable or detrimental to the company. This can exacerbate the influence on the success and growth of the company.
2. External Factors using EFAS (*External Strategic Factors Analysis Summary*):
 - *Opportunity*: Opportunities that arise in the environment around the company to grow and develop in the future;
 - *Threats*: Things that can bring harm to the company. This arises when conditions in the external environment harm the reliability and profitability of the company's business.

RESULTS OF STUDY

This research was conducted at Rumah Makan Bubuh Bali which is located at Jalan Raya Pujung Kaja, Sebatu, Tegallalang, Gianyar, Bali with a marketing strategy with SWOT analysis as an object of research, including strengths, weaknesses, opportunities and threats. This research method uses descriptive qualitative data. Qualitative data is data in the form of sentences, words, or images (Sugiyono, 2017: 23). The data collection method used is observation, interview, documentation, questionnaire, and literature studies where SWOT analysis with qualitative approaches of *strength*, *weakness*, *opportunity*, and *threats* is used as a data analysis technique. Mello, *et al.* (2022) reveals that SWOT Analysis aims to maximize strengths and opportunities but in minimizing weaknesses and threats. From the understanding of SWOT will be explained as follows:

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 - b. *Threats*: Things that can bring harm to the company. This arises when conditions in the external environment harm the reliability and profitability of the company's business.

Data collection is done through questionnaires based on the following factors:

1. Identify internal factors. Internal factors are used to find out the strengths and weaknesses of Bubuh Bali restaurant in Sebatu Village.
Here is the identification of internal factors.
 - a. *Strength*:

Table 1 – Strength

STRENGTH	
1	Quality materials
2	Strategic location
3	Affordable product price
4	Consumer facilities
5	Innovate in developing new types of products
6	The quality of the product is very good.

b. Weakness:

Table 2 – Weakness

Weakness	
1	Quality of service
2	Promotional activities

2. Identify external factors. External factors are used to find out the opportunities and threats of Bubuh Bali restaurant in Sebatu Village.
 Here is the identification of external factors:

a. Opportunity:

Table 3 – Opportunity

Opportunity	
1	Consumer loyalty to the product
2	Good relationship with raw material suppliers
3	Improved economic growth
4	A lifestyle of people who like to hang out
5	Technological developments

b. Threat:

Table 4 – Threat

THREAT	
1	The emergence of many new competitors
2	increase in the price of raw materials
3	Intense competition between culinary businesses

The results of the questionnaire are then processed to obtain weight values and ratings of internal and external factors.

1. Results from the weighting and rating of internal factors of Bubuh Bali restaurant in Sebatu Village:

Table 5 – IFAS Matrix

QUESTION	1	2	3	TOTAL	WEIGHT	RATING	SHOES
STRENGTH							
1	4	4	4	12	0,15	4	0,60
2	4	3	4	11	0,13	3,67	0,48
3	4	3	4	11	0,13	3,67	0,48
4	4	4	4	12	0,15	4	0,60
5	4	4	3	11	0,13	3,67	0,48
6	4	3	4	11	0,13	3,67	0,48
SUM					0,82		3,12
WEAKNESS							
1	2	2	3	7	0,09	2,33	0,21
2	3	2	2	7	0,09	2,33	0,21
SUM					0,18		0,42
TOTAL					1,00		3,54

2. Results from weighting and rating external factors of Bubuh Bali restaurant in Sebatu Village:

Table 6 – EFAS Matrix

QUESTION	1	2	3	TOTAL	WEIGHT	RATING	SHOES
OPPORTUNITY							
1	4	3	4	11	0,15	3,67	0,55
2	4	4	4	12	0,16	4,00	0,64
3	3	3	4	10	0,13	3,33	0,43
4	4	4	4	12	0,16	4,00	0,64
5	4	4	4	12	0,16	4,00	0,64
SUM					0,76		2,9
THREAT							
1	2	2	3	7	0,09	2,33	0,21
2	1	2	2	5	0,07	1,67	0,12
3	2	2	2	6	0,08	2,00	0,16
SUM					0,24		0,49
TOTAL					1,00		3,39

Based on the results of the SWOT analysis, it can be generated a SWOT analysis diagram by looking for the value of the midpoint of the SWOT diagram obtained with the formula:

$$\text{Titik Tengah} = \frac{\text{Skala Penilaian}}{\text{Banyaknya Skala}} = 2,50$$

The midpoint of the diagram is with a middle value of 2.50. The starting value of the horizontal line is on the left and the starting value of the vertical line is at the bottom. The results of the assessment of the respondents showed that the position of Bubuh Bali restaurant was a position with an internal variable of 3.54 and an external variable of 3.39. The location of the position of Bubuh Bali restaurant can be seen in the SWOT analysis diagram as in figure 3 below:

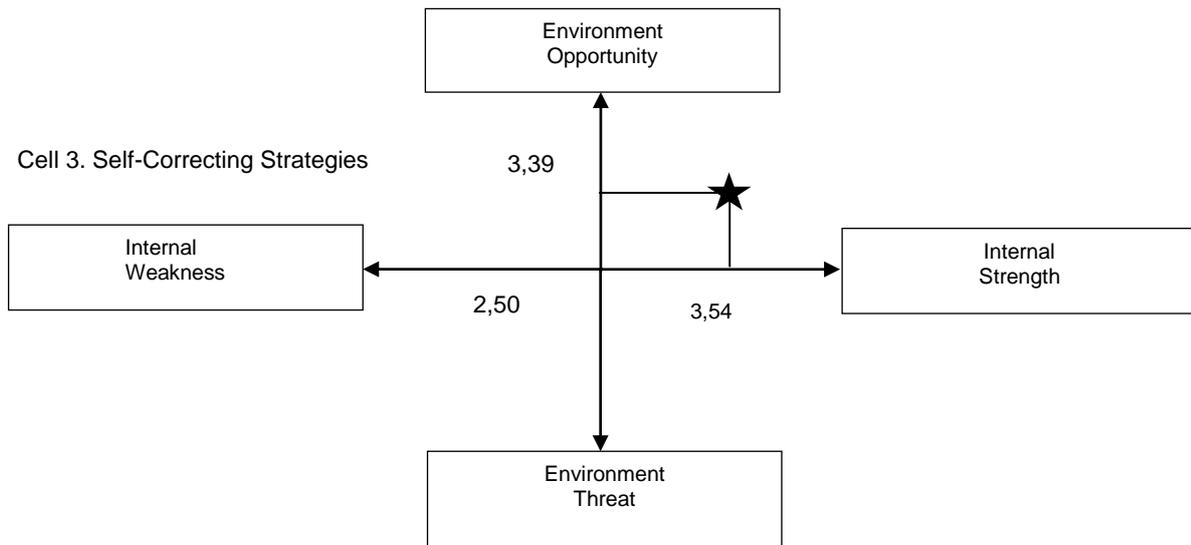


Figure 3 – SWOT Analysis Diagram

Table 7 – Matrix SWOT

IFAS EFAS	Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> Quality raw materials Strategic location Affordable product prices Consumer facilities Innovate in developing new types of products The quality of the product is very good. 	<ol style="list-style-type: none"> Quality of service Promotional activities
Opportunity (O)	SO	SW
<ol style="list-style-type: none"> Consumer loyalty to the product Good relations with raw material suppliers Improved economic growth Lifestyle of people who like to hang out Technological developments 	<ol style="list-style-type: none"> Prioritize good relations with raw material suppliers so that the quality of raw materials remains guaranteed Maintain affordable prices, good product quality and improve the quality of service so that consumer loyalty is maintained Increase innovation of new types of products to make consumers more menu choices Take advantage of the lifestyle of people who like to hang out by providing facilities such as photo spots, and children's play areas 	<ol style="list-style-type: none"> Improving the quality of service Increase the intensity of marketing especially in determining food variety and promotional activities by utilizing technological developments
Threats (T)	ST	WT
<ol style="list-style-type: none"> The emergence of new competitors Increase in raw material prices Intense competition between culinary businesses 	<ol style="list-style-type: none"> Trying to enter the market share that competitors have Control the price set so as not to decrease consumer buying interest 	<ol style="list-style-type: none"> Create attractive promotions for consumers Create a competitive marketing strategy

Source: Processed data.

DISCUSSION OF RESULTS

The indicators that are the strengths, weaknesses, opportunities and threats of the Balinese eatery in the village of Sebatu are:

- Strengths: quality raw materials, strategic location, affordable product prices, consumer facilities, innovating in developing new types of products, excellent product quality;
- Weakness: quality of service, promotional activities;
- Opportunities: consumer loyalty to products, good relationships with raw material suppliers, improved economic growth, lifestyles of people who like to hang out, technological developments;
- Threats: the emergence of many new competitors, rising raw material prices, intense competition between culinary businesses.

As shown on the Analysis of the internal and external environment through SWOT analysis at Bubuh Bali restaurants, the company is in cell 1, namely an aggressive strategy with the number of IFAS and EFAS scores of 3.54 and 3.39 respectively which means it must be maintained. The company can use its strengths and take advantage of existing opportunities to overcome weaknesses from the company and threats from other companies. This strategy is designed to achieve growth in sales, *assets*, *profits* or a combination of all three. This can be done by improving services and increasing promotional activities to expand the reach of consumers and known as a quality restaurant that can meet the needs of consumers. Promotion is a strategy in achieving the target consumer in buying the products offered. This has a positive impact on sales and company activities (Firmansyah *et al.*, 2022). The right strategic alternative for Bubuh Bali restaurant is the SO strategy because the position of the Bubuh Bali restaurant diagram is between internal forces and external opportunities in swot matrix analysis diagrams. This SO strategy is made based on the company's way of thinking, namely by utilizing the company's strengths and opportunities as much as possible by prioritizing good relations with raw material suppliers so that the quality of raw materials remains guaranteed, maintaining affordable prices, good product quality and improving the quality of service so that consumer loyalty is maintained. According to Julianti *et al.*, (2022) Quality has an influence in improving the company's reputation as well as the key to customer loyalty, with quality and quality, the value of sales will increase. In addition, there needs to be an increase in innovation of new types of products so that consumers have more menu choices and take advantage of the lifestyle of people who like to live socially by providing facilities such as photo places, and children's play areas.

CONCLUSION

Based on the description and discussion that has been put forward, it can be concluded the following:

1. Judging from internal and external factors with total scores of 3.54 and 3.39, the indicators that are strengths, weaknesses, opportunities and threats at Bubuh Bali restaurant in Sebatu Village are:
 - a. Strength:
 - 1) Quality raw materials;
 - 2) Strategic location;
 - 3) Affordable product price;
 - 4) Consumer facilities;
 - 5) Innovate in developing new types of products;
 - 6) The quality of the product is very good.
 - b. Debilitation:
 - 1) Quality of service;
 - 2) Promotional activities.
 - c. Chance:
 - 1) Consumer loyalty to the product;

- 2) Good relationship with raw material suppliers;
 - 3) Improved economic growth;
 - 4) A lifestyle of people who like to hang out;
 - 5) Technological developments.
- d. Threat:
- 1) The emergence of many new competitors;
 - 2) increase in the price of raw materials;
 - 3) Intense competition between culinary businesses.
2. Based on internal and external environmental analysis through SWOT analysis obtained a total internal score of 3.54 and a total external score of 3.39 which means the company is in cell I which is an aggressive strategy that means it is in a position that must be maintained and maintained. Where the company can use its strengths and take advantage of existing opportunities to overcome weaknesses from the company and threats from other companies. The right strategic alternative for Bubuh Bali restaurant is the SO strategy because the position of Bubuh Bali restaurant is between external opportunities and internal forces in swot matrix analysis diagrams.

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