

Marketing Strategy Analysis Using SWOT and QSPM Methods In SMEs

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ABSTRACT

This research focuses on one of the coffee-making SMEs. The many competitors in this business make it a challenge for companies to compete in marketing their product, namely coffee. From this, it is interesting for the author to make a study. This objective is made to determine the internal and external factors of the company and is used as input for the marketing strategy for the company. This study uses the SWOT and QSPM methods and uses primary and secondary data. The company's SWOT analysis results are in quadrant V. Based on the existing alternative strategies. It is analyzed using QSPM. The strategy chosen was to improve good relations with workers.

Keywords: Marketing Strategy, QSPM, Strength, SWOT

Introduction

SMEs are pillars of the economy in Indonesia that can stand alone and are owned by individuals or business entities. MSMEs also have an important role in economic equality because this business is quite productive for the community. So that these MSMEs can open jobs for others to help advance their businesses. There are examples of MSMEs that are quite well known by the public, such as food and beverage manufacturing businesses.[1]-[2]

Entrepreneurs must accurately assess and anticipate market conditions to win in a competition. Functioning as knowledge and recognition of company conditions, it is also helpful for opening up opportunities and minimizing the risk of external threats. Business development in Indonesia is very rapid, and companies must be more innovative.[3]UMKM "XYZ" was founded in 1995 and had two branches in Pasar Baru Gresik. Currently, UMKM Ekung Coffee, with various flavors such as coffee 60, ginger coffee, raw coffee, grass coffee, and Arabic coffee, is in great demand by consumers in coffee shops and in general, in Gresik. But what is unfortunate is that "XYZ" SMEs do not think about long-term development. This can be seen from the simple product packaging.

As a result, the company could not compete with other ground coffee makers and needed a better marketing strategy, and the company could not compete with other ground coffee makers. The marketing strategy is crucial for companies because it is a way to achieve a company's goals. After all, the potential to sell a proposition is limited to the number of people who know it. In the marketing strategy, a primary action leads to a company's marketing activities in conditions of competition and an ever-changing environment in the hope of achieving goals. Before a company determines a marketing strategy that will be used, it must first look at the situation and market conditions and assess its position in the market. The goal is to determine what marketing activities are suitable to be implemented.[4]

SWOT analysis systematically analyzes a problem to find a strategy for developing a business. QSPM is a way of analyzing the results of alternative and objective strategic decisions based on previously analyzed internal and external successes. The factors that exist within the company and external factors, then the data is processed to obtain alternative marketing strategies using the QSPM method so that the company has a marketing strategy and competes with other companies.[5]-[10].

Several previous studies have adopted a similar method, including the cooling system industry[11]; small and medium enterprises[12]; food distributors [2]; regional government[13]; field of education[14]; water transmission system[15]; and the garment industry[16]. The use of these two methods in several different types of industries shows that in addition to being easily adaptable, they also provide comprehensive analysis according to the needs of the company's strategy.

Research methods

The research uses primary and secondary data from the results of direct interviews with respondents who the researcher has determined and to obtain factors such as internal and external. This study uses the

SWOT and QSPM methods, SWOT is a tool for analyzing factors and forming a company strategy. This analysis is based on a logic that can maximize strengths and opportunities while minimizing weaknesses and threats[17]–[19]. The Quantitative Strategic Planning Matrix (QSPM) is a technique that allows for determining which alternative strategic goals will be prioritized. The QSPM matrix is the author's choice to see results that are carried out objectively based on several internal and external success problems that have been studied previously. The following is a flowchart image from research on companies[20], [21]. Figure 1 is a research stage.

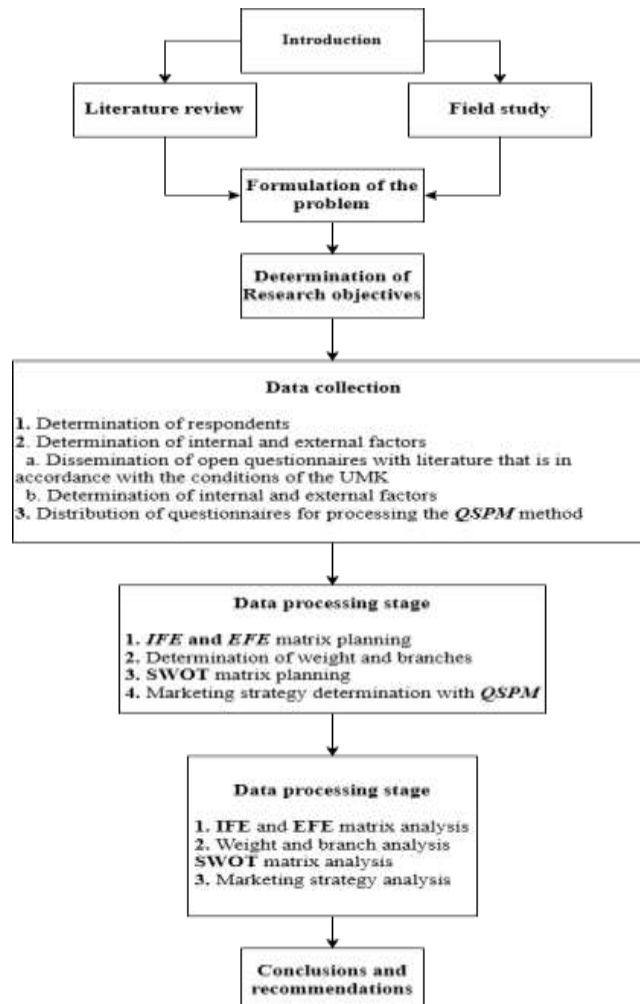


Figure 1. Research Flowchart

a) Field survey

The preliminary study is the initial stage of this research methodology. At this stage, the researcher conducted a preliminary survey by visiting the company directly.

b) Field Study and Literature Study

A field observation is a company study that examines the situation and condition of the company to find problems. Problems must be formulated so that what is done follows the goals to be achieved and does not deviate from them.

c) Formulation of the problem

Formulate problems that occur in the field and provide boundaries and assumptions. The formulation of the problem is adjusted to the needs in the area, namely, to plan a marketing strategy that is more focused on achieving goals.

d) Research purposes

This study aims to determine the current business conditions based on strengths, weaknesses, opportunities, and threats.

e) Data collection

The data collected for this research is environmental analysis data from the company. Business environment analysis Public survey distribution Identification of internal and external factors based on journal literature relevant to the company context [22]–[25]. Sending questionnaires for the process of the QSPM Law.. The Meaning Survey took from the heirs of this family business, the UMKM "XYZ" owner, one longest working employee, one longest-serving marketing employee, and one loyal customer. As many as five people, this decision is based on people who know MSMEs from the process and product quality. c. Purpose of the survey The questionnaire was distributed to 5 identified people, 5 of whom received several question sheets.

f) Data processing

Conducting interviews to find internal and external factors Strengths Strengths Weaknesses Opportunities Threats. Determination of weights and ratings The internal factor matrix is used to determine the company's internal factors with perceived strengths and weaknesses. The internal factor matrix helps summarize and assess the main strengths and weaknesses in the company's functional areas and provides a basis for identifying and evaluating the relationships between regions.

External Factor Evaluation Matrix (EFE) assesses the company's external factors.

The external factor assessment uses the EFE matrix to categorize opportunities and threats to the business. Opportunities and risks are weighted and evaluated, resulting in a weighted total score similar to the IFE matrix [10]. In other words, QSPM determines the marketing strategy. By creating a questionnaire that combines the results of the SWOT matrix with existing internal and external factors, companies use the QSPM method to determine the best marketing strategy to sell their products. Multiplying the weights in the AS column to get the TAS, the strategy with the highest TAS result is the strategy we can recommend for "XZY" MSMEs.

g) Analysis and Discussion

In this phase, the data obtained are identified and grouped into internal and external strategic factors. After the strategic alternatives are determined, the following process is to prioritize the best options using the QSPM methodology.

h) Conclusions and recommendations

For this stage, the researcher provides conclusions from the results of the analysis and research conducted, as well as suggestions for the development

Results and Discussion

Determine internal and external values, the first step taken is to analyze internal and external problems in the business to identify external strengths, weaknesses, and issues which are identified as opportunities and threats to external factors such as table 1

Table 1 internal and external variables

Strength	Weakness
1. The company does not use preservatives in its products	1. Unattractive packaging
2. Has a different taste from the others	2. Limited capital
3. Good relationship with employees	3. Lack of knowledge of the Owner about marketing
4. Good communication with employees	4. Lack of understanding of the Owner regarding sales management
5. Cheap and affordable price	5. Production sites that are still rented or contracted
6. Good relationship with consumers	
7. Long-lasting product	
8. It has nine flavors and types	
10. Known by the people of Gresik	
11. SUMKMah supplies coffee shops in the East Java region	
Strategic sales (market) locations	

Table 2 internal and external variables

Opportunity	Threat
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1. The rapid industrialization at that time made SMEs widely marketed. The opportunities for the food and beverage industry are getting bigger	1. Competition with fellow product sellers
2. There is a savings and loan institution	2. Prices soared
3. A good relationship with suppliers	3. Many new creations
4. The number of new traditional coffee shop or coffee shop	4. Consumer tastes change
	5. The price of spare parts goes up

After analyzing internal and external factors, the researcher weighted them using the SWOT analysis method as shown in Tables 3 and 4.

A. Strength, Weakness, Opportunity, and Threat (SWOT)

The IFE (Internal Factor Evaluation) matrix is obtained from an internal company assessment. Weakness and strength factors are given a rating of each aspect with a value of 1 (weak), 2 (moderate), 3 (strong), and 4 (very strong). Then calculate the weighted value by assessing each rating divided by each number of ratings (the weighted value cannot be less or more than 1). Calculate of the score in column four by multiplying the weight by the rating (Table 3). Based on the results of observations and interviews with the company, several external factors affect the company's performance. These factors are given ratings and weights, and the total EFE score (Internal Factor Evaluation) is calculated (Table 4). find out the weight scores of internal and external factors, the following calculations are carried out:

Table 3. IFE calculation

Internal factors	Heavy	Rating (value)	X Weight rating
Strength			
The product does not use preservatives	0.03676	3,8	0.13969
Affordable or cheap prices	0.03382	3,8	0.12852
Good relations between SME employees	0.08088	3,2	0.25882
Have a good taste image	0.01324	3,8	0.05031
Good communication between business owners and employees	0.08235	3	0.24705
Good relationship with customers	0.06912	3,4	0.23501
Long lasting product	0.02353	3,8	0.08941
Has a variety of flavors and types	0.05147	3,2	0.1647
Known by the people of Gresik	0.05735	3,2	0.18352
SUMKMah supplies coffee shops in the East Java region	0.05735	3,8	0.21793
Strategic sales (market) locations	0.07059	3,6	0.25412
Weakness			
Marketing knowledge of the Owner is still low	0.10147	1,6	0.16235
Unattractive packaging	0.06912	1,4	0.09677
Limited capital	0.06765	1,4	0.09471
Knowledge of owner management	0.09118	1,4	0.12765
Production sites that are still leased/contracted	0.09412	1,8	0.16942
Total	1		2.61998

Table 4. EFE calculation

External factors	score	Rating (value)	X rating score
Opportunity			
The rapid industrialization at that time made widespread marketing possible	0.0655	3,6	0.23562
Opportunities for the food and beverage industry are increasingly wide open	0.0873	3,4	0.29672
There is a savings and loan institution	0.1164	3,6	0.4189
A good relationship with raw material suppliers	0.0909	3,2	0.29091
The number of a new traditional coffee shop or coffee shop	0.0727	3,6	0.26183
Threat			
Threats from similar competitors	0.1018	1,2	0.12218
Raw material prices rose	0.0873	1,4	0.12218
Many new product variants	0.1164	1,4	0.1629

Consumer tastes change – change	0.1418	1,8	0.25528
The price of spare parts goes up	0.12	1,6	0.192
Total	1		2.35852

In the weighting and scoring in Tables 3 and 4, the weighting values are based on unimportant internal and external factors, based on factors that are most likely to influence strategic factors. The rating given is between 4 and 1 based on these factors' influence on the company's health. The score value generated from questionnaire is:

From the calculation results of the IFE and EFE matrices, it can be seen:

- a.
- a. Total weighted IFE score = 2,61998
- b. Total EFE weight score = 2.35852

From the IFE & EFE matrix scoring system, the IE matrix results are obtained as follows:

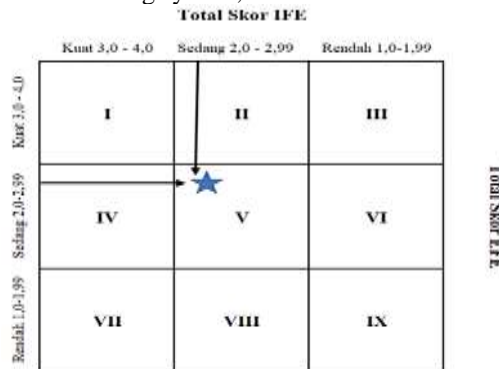


Figure 1. IE Matrix

Based on the IE matrix analysis, the company is in quadrant V, which is in moderate internal and external conditions. The strategy that the company can implement is a hold and maintain strategy in the form of a strategy of market penetration and product development. While the alternatives generated from the SWOT matrix are as follows:

- a) SO strategy
 - a. Maintain good relationships and communication with employees, customers, and suppliers of raw materials.
 - b. Promote product excellence into marketplace / social media.
 - c. Maximizing product introduction to traditional coffee shop / coffee shop
- b) WO strategy
 - a. Increase capital by making loans to savings and loan institutions
 - b. Innovate to create new packaging
 - c. Study marketing science by maximizing technological advances
 - d. Attract the attention of coffee shops with attractive packaging
- c) ST Strategy
 - a. Maintain product excellence to compete with similar competitors
 - b. Maintain good relations with raw material suppliers
- d) WT Strategy
 - a. Understanding market conditions regarding competitors and consumer tastes so that sales can compete

SWOT matrix design

After obtaining business position information analyzed by researchers, researchers obtain strategies based on strengths, weaknesses, opportunities and threats, from these results the next strategy is formulated. The SWOT matrix is obtained from a combination of several factors, namely strengths, SO opportunities, weaknesses, WO threats, strengths, ST threats, and weaknesses, WT threats as shown in the following figure:

Table 5 SWOT matrix

	Strength	Weakness
	· Products do not use preservatives	Unattractive packaging

	<ul style="list-style-type: none"> · It has a unique taste · Good relationship with employees · Good communication with employees · Low and affordable prices · Good relationship with customers · Long lasting product · Has a variety of flavors and types · Known by the people of Gresik · SUMKMah supplies coffee shops in the East Java region · Strategic sales location (market) The product does not use preservatives 	<ul style="list-style-type: none"> Limited capital · Lack of knowledge of the Owner about marketing · Owner's Lack of understanding of sales management · Production sites that are still rented or contracted
Opportunity	SO strategy	WO strategy
<ul style="list-style-type: none"> · Advances in technology provide opportunities to be marketed widely · Opportunities for the food and beverage industry are increasingly wide open · There is a savings and loan institution · Good relationship with raw material suppliers · The number of new traditional coffee shop or coffee shop 	<ul style="list-style-type: none"> · Maintain good relationship and communication with employees, customers and suppliers of raw materials · Promoting product excellence in the marketplace/social media · Maximizing product recognition in traditional coffee shop/coffee shops 	<ul style="list-style-type: none"> · Increase capital by providing loans to savings and loan institutions · Innovate to create new packaging · Study marketing science by maximizing technological advances · Attract the attention of coffee shops with attractive packaging
Threat	ST Strategy	WT Strategy
<ul style="list-style-type: none"> · Threats from similar competitors Increase in raw material prices · Many new product variants Changing consumer tastes · Prices of spare parts increase 	<ul style="list-style-type: none"> · Maintain product excellence in order to compete with similar competitors · Maintain good relations with raw material suppliers 	<ul style="list-style-type: none"> · Understand market conditions regarding competitors and consumer tastes so that sales can be competitive

B. QSPM (Quantitative Strategic Planning Matrix) Method

The final strategy formulation stage is carried out with the company's internal parties. Formulation of the strategy in the context of MSMEs is the selection of the best strategy using QSPM based on SWOT results. QSPM is used to obtain the best strategic alternatives and can be implemented by the company based on the company's policy directions and real conditions.

The QSPM matrix is based on the main external and internal factors in the EFE, IFE and SWOT matrices. The QSPM matrix has AS (Attractiveness Score) and TAS (Total Attractiveness Score) values. The US value shows each strategy's attractiveness to its key factors. The AS value is obtained from the results of the interview. The TAS value is the result of being weighted by the AS value of each strategic key factor. Alternative strategies from the resulting SWOT matrix are described in Table

The results of the SWOT matrix calculation are inputted into the QSPM method and made into a table as follows:

Table 6 QSPM

Strategy	Information
S1	Good relationship with consumers
S2	Promote product excellence to marketplace/social media
S3	Maximizing product introduction to new traditional coffee shop/coffee shops
S4	Add other fees to the bank
S5	Innovate to create new packaging
S6	Study marketing science by maximizing technological advances
S7	Attract the attention of coffee shops with unique packaging

- S8 Maintain product excellence to compete with similar competitors
 S9 Establish good relations with raw material suppliers
 S10 Understand the basic concepts of competitors and consumer tastes so that sales can compete

from alternative strategies that can be implemented by UMKM "XYZ" Recapitulation of TAS calculations strategies 1 - 10 (S1 - S10) as in table 7. above

TABLE 7. QSPM strategy assessment

Respondents	Successor to SMEs	Marketing	Ordinary consumers	TAS Average
s1	5.0557	4.6947	4.6197	4.8106
s2	4,9818	4,322	4.6197	4.6411
s3	4.8673	4.0366	5.0254	4.6431
s4	4.0185	4.1286	4.7781	4.3084
s5	4.1755	4.3410	4.0082	4.1749
s6	4.3111	4.8595	4.2755	4,482
s7	4.1561	3.9461	4.1376	4.0799
s8	4.3943	4.5639	4.3702	4.4428
s9	4,587	4.3166	4.4963	4.4538
s10	4,055	4.0550	4.5267	4.2122

Conclusion

The advantages of this business: are no preservatives, unique taste, good relationship with employees, good communication with employees, cheap and affordable prices, good relationship with customers, durable products, etc. Has a variety of flavors and types, is well known by the people of Gresik, have supplied coffee shops in the East Java region

The company's weaknesses include: Unattractive packaging, Limited capital, Lack of Owner's knowledge about marketing, Owner Lack of understanding of sales management, Production sites that are still rented or contracted

Business actors must seize opportunities: Technological advances open up broad marketing opportunities. There are more and more food and beverage business opportunities, places to save and borrow, good relations with raw material suppliers, and new cafes or coffee shops. Provides some stores.

Threats to this business are threats from similar competitors, rising raw material prices, many variations of new products, changes in consumer tastes, and increases in spare parts prices.

From the data analyzed with the IE matrix, this SME business is in quadrant V with moderate internal and external positions.

From these conclusions, several suggestions have been derived from the research results. For a company to compete and outperform other ground coffee producers, it must be able to apply the strategies that have been prepared. The strategy implemented must be monitored and evaluated by department management to ensure that the explanation of the strategy implemented by all employees and, ultimately the goals are good enough.

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