Efforts to Increase Sales of Indomie Products at Greensmart Stores Using SWOT and QSPM Methods

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Article Info	Abstract
Keywords: *SWOT;* *QSPM;* *IFAS-EFAS Matrix;* *Marketing Strategy*	*Greensmart is a company operating in the retail sector. The Greensmart company provides all daily needs starting from basic food products, milk, baby care products, cosmetics, stationery, etc. One of the problems encountered is that several staple food products have experienced a decline in sales, one of which is Indomie. To overcome this problem, the author uses the SWOT Analysis method (Strengths, Weaknesses, Opportunities, and Thᴈeats) and uses the QSPM Matrix. The aim of this research is to find out the position of distribution, especially sales of the product "Indomie" at Gᴈeensmaᴈt through the SWOT and QSPM methods. Natijah's research explains that Greensmat has an increasing condition because the IFE value is 2.94 while the EFE value is 2.86. The biggest QSPM matrix value in ST 6 is increasing the number of Indomie stocks and creating Indomie creative content so that customers are attracted to and buy Indomie in the store.*

1. INTRODUCTION

In today's competitive business environment, companies must continue to innovate and improve their products so that they remain relevant in the market. Greensmart is a company operating in the retail sector. Greensmart company provides all daily needs starting from basic food products, milk, baby care products, cosmetics, stationery, etc. The Greensmart company also has a tagline that reads "Cheap Setiaρ Hari" where this tagline attracts the attention of the public to shop at Greensmart.

While carrying out field studies in Greensma't, the author found several basic food products that experienced a decline in sales, one of which was Indomie. To deal with problems that cause their sales to stagnate or decrease, the authors use the SWOT approach and QSPM matrix to advance sales and business growth in the retail world. It is important for companies to understand customer needs, face competitors, and adapt their future strategies in a sustainable manner in order to achieve better business growth.

2. METHODS

Data collection and processing

There is a stage of data collection through direct observations and interviews with several related parties such as store employees and Greensmart store customers. From the results of data collection, strategic factors for Greensmart stores were obtained. There were 5 respondents consisting of 2 employees and 3 customers..

And at the data processing stage, data from field observations related to the work process to increase Indomie sales at Greensmart.

SWOT Matrix

SWOT consists of Strength (strength), Weakness (weakness), Opportunity (opportunity), Threat (threat). SWOT analysis means recording a company's internal factors (strengths, weaknesses) and external factors (opportunities, threats). The tactics chosen must be balanced and suited to the internal composition of the company and its external conditions.

The SWOT matrix is an instrument that is used to ultimately summarize strategic strategic factors of the company. This matrix clearly illustrates the financial problems and industrial threats encountered by companies so that they can be resolved with their strength and weakness (Djakaia, 2022). This matrix can produce strategic alternative capability cells (Anggreani, 2019).

IFAS-EFAS matrix

The way to determine the IFAS-EFAS value is as follows (Irwansyah, 2022):

1. Sequence of each factor according to its type.
2. In the weight column, write down from poins 0.0/not important to 1.0/very important in each factor.
3. Determine the weight of each factor and add the number 4/very good and the number 1/poor. Write the results in the scoring average table.
4. The minimum probability factor is given points +1 with the maximum probability given points +4.
5. Each factor has its own value, namely 4.0/very good and 1.0/very bad.
6. Add up the weighted numbers in column 4.

QSPM Matrix

QSPM is mapped to determine the proposed strategy options that can be implemented based on internal and external factors in the EFE and IFE matrices (Hasibuan, 2019). With QSPM, the business portfolio classification context contains internal and external factors that have been identified (Prayudi & Yulistria, 2020).

QSPM functions as a determinant of strategic action results that can be implemented effectively. QSPM is applied to choose which strategy has the optimality in selecting strategy strategies that are guided by the SWOT matrix (Nisak, 2022). Transcendentally, the aim of QSPM is to determine the relative attributes of the various selected strategies that are interpreted as superior for application. The benefit of implementing QSPM is that the specified options can be controlled sequentially and simultaneously, and there is no limit to the number of schemes that can be considered (Mustafa, 2021).

3. RESULT AND DISCUSSION

IFE Matrix Analysis (Internal Factor Evaluation)

The IFE matrix is a strategy formula used to summarize and evaluate ultimate strengths and weaknesses in the functional areas of business (Sitorus, 2022). The IFE matrix can be seen in the following table:

Table 1. Internal Factor Evaluation / IFE Matrix

NO	Strength	Weight	Average Rating	Score
1	The selling price of Indomie at the Greesnmart shop is relatively affordable	0,12	4	0,48
2		0,12	3	0,36

NO	Strength	Weight	Average Rating	Score
	There are a variety of Indomie flavors sold at Greensmart stores			
3	Greensmart shop is well known to the public	0,08	3,6	0,288
4	The availability of Indomie products for sale does not exceed the expiry date	0,12	4	0,48
5	Indomie products sold do not exceed the expiry date	0,08	3	0,24
	Amount Of Strength	0,52	17,6	1,85

	Weakness	Weight	Average Rating	Score
1	The large number of competitors	0,12	2	0,24
2	Stock piling up caused Indomie to collapse	0,11	2,2	0,242
3	There are no special marketing employees	0,1	2,2	0,22
4	Some Indomie flavors are not available everywhere	0,06	2	0,12
5	Indomie seasoning freezes if exposed to AC for too long	0,09	3	0,27
	Amount Of Weakness	0,48	11,4	1,09
	Amount	1		2,94

Table 1 above shows the calculation of blockboard and ralting in Mlatik FIIE with amount of 2.94, which means the company strategy is being planned well.

EFE Matrix Analysis (External Factor Evaluation)

EFE maltox is used to know about all of the products available from Indomie product sales on Greensmart. The External Factor Evaluation Matrix is a business activity related to issues and threats that are considered important. International data is collected to analyze matters relating to economic, social, cultural, delmographic, environmental, political, governmental, legal, technological and competitive issues (Utari, 2023). The EFE matrix table is as follows:

Table 2. External Factor / EFE Evaluation Matrix

NO	Opportunity	Weight	Average Rating	Score
1	Many food creations are made from Indomie raw materials	0,12	4	0,48
2	Many market segments	0,08	3,4	0,27
3	Many franchisees have opened "WARMINDO" businesses	0,1	3,4	0,34
4	Increased sales every year	0,12	4	0,48
5	Prices are relatively cheap compared to competitors	0,12	4	0,48

Amount Of Opportunity	0,54	18,8	2,05

|	Threat	Weight	Average Rating	Score
1	There are more competing Indomie flavor variants	0,08	1,4	0,11
2	Customers prefer to buy in small shops	0,1	1,4	0,14
3	There is an issue for healthy living among the community	0,09	1,8	0,16
4	There is a sales tax	0,09	2,2	0,2
5	There are healthier noodle products	0,1	2	0,2
	Amount Of Threat	0,46	8,8	0,81
	Amount	1		2,86

Source: Data processed April 2024

Table 2 shows the calculation of the odds and results of the EIFE Matrix, with a total value of 2.86, which means the business plan has been thought through carefully.

Parrangement of the IE Matrix

Table 3. SWOT Analysis Calculations

Amount of rating and IFE weight	2,94	Amount of rating and EFE weight	2,86
Amount Of Strength Score (s)	1,85	Amount Of Opportunity Score (O)	2,05
Amount Of Weakness (w)	1,09	Amount Of Threat (t)	0,812
X = s-w	0,76	Y = o-t	1,24

From the IFAS calculations shown in the table above, it can be concluded that the "Indomie" product at Greensmart has quite superior strength. A total of 1.85 is Drink's FA strength score, while 1.09 is his weakness score. If the overall score is calculated, the overall score is 2.05 and the threat score is 0.812.
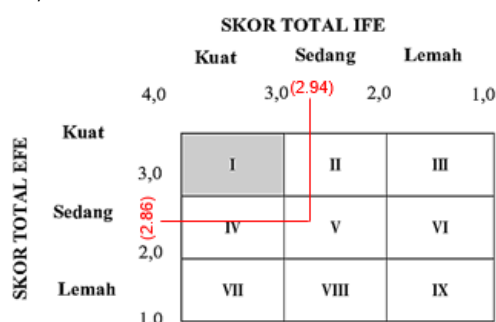
Figure 1. IFE Matrix

Source: Astiti, 2019.

The IE Matrix which combines data from the IFE and EFE Matrices provides a basis for understanding the company's capabilities in relation to the internal and external environment. Based on these findings, the total IFE matrix weight score is 2.94, and the EFE is 2.86. This shows that the business is growing and developing. Companies in situations like this often want to increase their share of sales and revenue. The best approach for each of these departments is an integrative strategy (which includes backward, forward, and horizontal integration) or an intensive strategy (which includes product penetration, product development, and product development).

Determination of alternative strategies

The final step in analyzing data is making decisions using the Quantitative Strategic Planning Matrix. The strategy is taken by means of literary studies and discussions with respondents. This matrix will describe the best type of

alternative strategy that can be used by "Greensmart" by looking at Attractive Score (AS) and Total Attractive Score (TAS). The following are alternatives provided for the development of Sinom beverage products.

SO Strategy
1. Increase the amount of Indomie stock and create creative Indomie content so that customers are attracted to and buy Indomie in the store. (ST 1)
2. Many food creations are made from Indomie raw materials. (ST 2)
3. Many franchisees have opened "WAMINDO" businesses. (ST 3)

WO Strategy
1. Provide promotions on certain dates or moments to attract customer interest. (ST 4)
2. Always calculate Indomie's stock and demand regularly to reduce losses in the form of heavy products. (ST 5)
3. Recruitment of employees for marketing positions so that more potential customers
about the shop. (ST 6)

ST Strategy
1. Adding Indomie flavor variants, providing promotion to customers. (ST 7)
2. Maintaining cooperation with the supplier. (ST 8)
WT Strategy
1. Search for suppliers that sell more variants of Indomie flavors at affordable prices. (ST 9)
2. Carry out good management of Indomie products so that the products don't get fat and customers feel happy comfortable when choosing products. (ST 10)

Quantitative Strategic Planning Matrix (QSPM) Analysis

QSPM was created after many alternative product development methods were identified using the SWOT and LE matrices. The optimal alternative method can be identified by examining the QSPM matrix which displays the options with the largest Total Attractiveness Score (TAS) value. Analysis using AS and TAS data is the basis for the formulation. AS values show how attractive each method is in relation to its important components (SVatoto, 2021). Greensmart's specialty sales of Indomie products were surveyed to determine the US value; As a result, they are believed to have insight into the company's progress. The following is a QSPM matrix that takes into account various approaches to product development.

Table 4. Matrix QSPM

No	Main Factor	Weight	ST 1		ST 2		ST 3		ST 4		ST 5	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
1	S1	0,12	3	0,36	3	0,36	3	0,36	3	0,36	3	0,36
2	S2	0,12	2	0,24	4	0,48	4	0,48	3	0,36	3	0,36
3	S3	0,08	4	0,32	3	0,24	2	0,16	2	0,16	2	0,16
4	S4	0,12	3	0,36	2	0,24	3	0,36	2	0,24	4	0,48
5	S5	0,08	4	0,32	3	0,24	2	0,16	3	0,24	3	0,24
1	W1	0,12	2	0,24	4	0,48	3	0,36	4	0,48	3	0,36
2	W2	0,11	3	0,33	3	0,33	4	0,44	4	0,44	2	0,22
3	W3	0,1	4	0,4	2	0,2	2	0,2	3	0,3	4	0,4
4	W4	0,06	2	0,12	4	0,24	3	0,18	4	0,24	3	0,18
5	W5	0,09	3	0,27	3	0,27	2	0,18	3	0,27	2	0,18
1	O1	0,12	4	0,48	4	0,48	4	0,48	3	0,36	3	0,36

No	Main Factor	Weight	ST 1		ST 2		ST 3		ST 4		ST 5	
			AS	TS	AS	TS	AS	TS	AS	TS	AS	TS
2	O2	0,08	2	0,16	3	0,24	3	0,24	2	0,16	2	0,16

No	Main Factor	Weight	ST 1		ST 2		ST 3		ST 4		ST 5	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
3	O3	0,1	3	0,3	4	0,4	2	0,2	2	0,2	3	0,3
4	O4	0,12	4	0,48	2	0,24	4	0,48	3	0,36	2	0,24
5	O5	0,12	2	0,24	3	0,36	3	0,36	2	0,24	4	0,48
1	T1	0,08	3	0,24	4	0,32	4	0,32	2	0,16	3	0,24
2	T2	0,1	3	0,3	2	0,2	2	0,2	3	0,3	2	0,2
3	T3	0,09	2	0,18	4	0,36	3	0,27	2	0,18	3	0,27
4	T4	0,09	3	0,27	2	0,18	4	0,36	4	0,36	2	0,18
5	T5	0,1	4	0,4	3	0,3	2	0,2	3	0,3	3	0,3
	Amount			6,01		6,16		5,99		5,71		5,67

Table 5. QSPM Matrix (continued)

No	Main Factor	Weight	ST 6		ST 7		ST 8		ST 9		ST 10	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
1	S1	0,12	3	0,36	3	0,36	3	0,36	3	0,36	3	0,36
2	S2	0,12	4	0,48	4	0,48	2	0,24	3	0,36	4	0,48
3	S3	0,08	2	0,16	3	0,24	3	0,24	2	0,16	3	0,24
4	S4	0,12	3	0,36	2	0,24	4	0,48	4	0,48	3	0,36
5	S5	0,08	3	0,24	3	0,24	3	0,24	3	0,24	2	0,16
1	W1	0,12	4	0,48	2	0,24	2	0,24	2	0,24	4	0,48
2	W2	0,11	3	0,33	3	0,33	3	0,33	4	0,44	3	0,33
3	W3	0,1	4	0,4	4	0,4	4	0,4	3	0,3	2	0,2
4	W4	0,06	3	0,18	4	0,24	3	0,18	2	0,12	3	0,18
5	W5	0,09	2	0,18	3	0,27	3	0,27	4	0,36	4	0,36
1	O1	0,12	3	0,36	2	0,24	4	0,48	2	0,24	2	0,24
2	O2	0,08	4	0,32	3	0,24	3	0,24	3	0,24	2	0,16
3	O3	0,1	2	0,2	2	0,2	2	0,2	3	0,3	4	0,4
4	O4	0,12	3	0,36	3	0,36	4	0,48	4	0,48	3	0,36
5	O5	0,12	4	0,48	4	0,48	3	0,36	2	0,24	2	0,24
1	T1	0,08	2	0,16	3	0,24	2	0,16	3	0,24	4	0,32
2	T2	0,1	3	0,3	4	0,4	3	0,3	2	0,2	3	0,3
3	T3	0,09	2	0,18	2	0,18	2	0,18	3	0,27	2	0,18
4	T4	0,09	4	0,36	3	0,27	3	0,27	2	0,18	3	0,27
5	T5	0,1	3	0,3	2	0,2	4	0,4	2	0,2	3	0,3
	Amount			6,19		5,85		6,05		5,65		5,92

Table 6. Overview of QSPM Values

No	Alternative Strategy	Matrix Value	QSPM	Ranking
1	Increase the number of Indomie stocks and create content Indomie creations so that customers are interested and buy Indomie at the store.	ST 6	6,19	1
2	Many food creations are made from Indomie raw materials.	ST 2	6,16	2
3	Many franchisees have opened "WARMINDO" businesses.	ST 8	6,05	3
4	Providing promotions on certain dates or moments to attract customer interest.	ST 1	6,01	4
5	Always calculate Indomie stock and demand regularly to reduce losses in the form of fat products.	ST 3	5,99	5

6	Carrying out employee recruitment for marketing positions so that more potential customers visit the store	ST 10	5,92	6
7	Adding Indomie flavor variations, providing promotion to customers.	ST 7	5,85	7
8	Maintaining cooperation with the supplier.	ST 4	5,71	8
9	Conduct a search for suppliers that sell more variants Indomie taste at an affordable price.	ST 5	5,67	9
10	Carry out good management of Indomie products so that The product does not crumble and the customer feels comfortable at the moment choose product.	ST 9	5,65	10

Based on the QSPM matrix, it shows that the ST 6 strategy has the highest value, namely 6.19 in the 2nd position, namely the ST 2 strategy with a value of 6.16. In the 3rd position, namely the ST 8 strategy with a value of 6.05 and in position. Thus, the strategy sequence that is otherwise carried out by the company is as follows:
1. Increase the amount of Indomie stock and create creative Indomie content so that customers are attracted to and buy Indomie in the store. Namely by increasing the number of noodle stocks on shelves and creating promotional content on social media networks such as Instagram, Tik Tok, WA and Facebook.
2. Many food creations are made from Indomie raw materials.
3. Many franchisees have opened "WARMINDO" businesses.
With the existence of street vendors who open the "WARMINDO" business by adding toppings such as cheese, beef, etc.

4. CONCLUSION

The conclusions using SWOT and QSPM are as follows:

1. Using SWOT analysis, in Greensmart there are 10 positive and 10 negative factors, namely: there are positive factors, namely internal (strengths) and external (opportunities), and there are negative factors, namely internal (weaknesses) and external (threat).
2. According to research, Greensmart is located in a good growth and development situation because, the overall weight of the LFE score is 2.94, and the overall weight of the EFE score is 2.86.
3. Based on the QSPM matrix, it shows that the highest value is 6.19, namely ST 6 (holding a large number of Indomie stocks and creating Indomie content and creation so that customers attract and buy Indomie in the shop), and there is the second position, namely the ST 2 strategy with a value of 6, 16 (many food creations made from Indomie raw materials), and in position 3, namely ST 8 strategy (many franchisees have opened "WARMINDO" businesses).

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