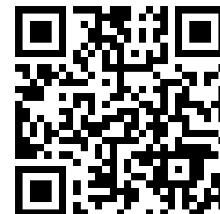


Using SWOT Analysis to Determine Marketing Strategies to Increase Sales and Develop Meatball Culinary MSME Businesses



Yudha Praja¹, Muhammad Rofiqi², Nurul Qomariah³

^{1,2}Universitas Abdurahman Shaleh

³Universitas Muhamamdiyah Jember

ABSTRACT: Meatballs are a food that is much sought after by Indonesian people, especially the people of Situbondo Regency. In Situbondo Regency, there are many business people who sell meatballs. One of them is Mr. Jumari's Meatball Business P. Kardi which is located in Curah Jeru Village, Panji District, Situbondo Regency. However, there are still many business actors who still have various obstacles in marketing their products. Such as not having the right marketing strategy, not carrying out promotions or even not taking into account raw material costs and labor costs in determining the selling price. Therefore, this research uses a SWOT analysis approach to determine marketing strategies to increase sales and develop the business. Based on the IFAS and EFAS calculations that have been carried out, it can be concluded that P. Kardi's Meatball Business is at 0.7892; 0.5822. So from these calculations it can be concluded that Mr. Jumari's P. Kardi Meatball Business is in quadrant I position, this position shows a very favorable situation for Mr. Jumari's P. Kardi Meatball Business to carry out aggressive or growth strategies. The results of the SWOT analysis produce several alternative strategies that companies can choose, namely: 1) Improving product quality so that they can attract more consumers and increase consumer satisfaction and loyalty, 2) Creating products with new shapes and tastes, 3) Utilizing social media to carry out promotions and advertisements, 4) Establish good cooperation with regular meat sellers and meat grinders, 5) Expand marketing locations so that consumers who want to eat on site can enjoy their food deliciously.

KEYWORDS: SWOT analysis; marketing strategy; Meatball UMKM.

INTRODUCTION

In Indonesia, the word business is no longer foreign, in fact business has an important role in people's income in meeting their needs. Business is the activity of selling products or services whose aim is to provide profits for the owner. Business is not always related to large companies but is also related to relatively small businesses such as Micro, Small and Medium Enterprises (MSMEs). MSMEs are a fairly large part of the country's economy, because they play a very important role in improving the community's economy (Qomariah, 2014). According to the Central Statistics Agency (BPS), the definition of MSMEs is based on the quantity of workforce, where small businesses are businesses that have a workforce of 5 to 19 people and medium businesses are businesses that have a workforce of 20 to 99 people. Meanwhile, the definition of MSMEs in Indonesia is regulated in Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises, namely trading businesses managed by individuals which refer to productive economic businesses with the criteria set out in the Law.

The growth and development of MSMEs in Indonesia is currently increasingly rapid, so that the level of business competition is also increasingly stringent. With increasingly fierce competition, business owners need to have a plan, one of which is a marketing plan. Business actors need to have a marketing plan because it is useful for their business to be able to survive and develop in today's tight business competition. With the increasing number of businesses offering products and services to compete, business actors must come up with various creative ideas so that their businesses can excel in today's tight competition.

Marketing strategy is important in business because it can develop the business you are running (Tjiptono, 2020). Marketing strategies need to be implemented so that companies are able to prepare and adapt to the intense competition they are facing (Qomariah, 2016). One way is to read the internal and external environment, namely reading the company's strengths and weaknesses as well as the company's opportunities and threats.

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Research conducted by (Anggraini et al., 2019) states that the company's current position in quadrant 1 is a very profitable situation. The conclusion of this research is to increase sales and income at UD. Putra Bangkit Yoga. To find out the form of marketing strategy carried out by UD. Yoga Putra Bangkit to increase sales and income according to the company.

Research conducted (Amalia et al., 2023) states that the results of the SWOT analysis show strengths in product quality, cafe design and strategic location, while weaknesses are related to understanding customer preferences and digital marketing. These cafes have opportunities to forge local partnerships and leverage social media, but face threats from stiff competition and changing consumer trends.

Research (Dinarso et al., 2024) states that the strategy carried out has been effective and the marketing mix strategy has been implemented to increase sales at the "UMKM Kedai Kopi STMJ Bu Karno" namely by adding facilities, promoting products, providing variations according to the tastes of the people of Jember, and set prices according to people's income.

Research (Jatmiko et al., 2022) states that Yogyakarta's creative industries should implement strategies including creative industry market development, creative industry market penetration, creative industry product development, integration into the future, backward integration, horizontal integration, diversification related to industrial products creative.

Research (Suryana, 2020) states that the level of public trust is low, there are no competing schools either public or private, parents of students are from middle to lower economic backgrounds, strategic location of the school, educational facilities, the name of SMA "Plus", qualifications and commitment of educators, work programs, free school fees are internal strength factors that become capital in improving the quality and competitiveness of schools. Meanwhile, the school's weaknesses in terms of input and management can be overcome by implementing sustainable policy change strategies and improving the school's academic and non-academic achievements. Opportunities for government and foundation support are aspects that must be transformed into strengths for school development, while the threat of competition with other schools becomes a challenge. Research (Hapsari, 2016) states that the average subject score in pre-action was 78.19, increasing to 90.69 in cycle I. In cycle II the average subject score increased to 99.06, thus it can be concluded that students' decision-making abilities for further studies can be improved through SWOT analysis.

Research (Widjaja, 2020) states that the research results show that the right strategy for NRD high schools is to develop products by improving the quality of teachers, curriculum and school facilities.

The SWOT analysis is expected to be able to provide an overview to consider and prepare the necessary plans for Micro, Small and Medium Enterprises (MSMEs), one of which is MSMEs in Situbondo Regency, namely Mr. Jumari's Bakso P. Kardi UMKM which is located in Curah Jeru Village, District Panji, Situbondo Regency. Several studies that also examine SWOT issues include: (Meilinda, 2020), (Noor, 2014), (Hutagalung et al., 2020), (Sebtika et al., 2017), (Aji, 2018), (Yuliani et al., 2024), (Haryono & Qomariah, 2024).

LITERATURE REVIEW

Strategy Management

According to (Rachmat, 2014), strategic management is all about the identification and description of strategies that managers can implement to achieve better performance and competitive advantage for their organizations. An organization is said to have a competitive advantage if its profitability is higher than the average profitability for all similar companies. According to (Rachmat, 2014), strategic management is defined as a series of decisions and actions that result in the formulation and implementation of plans to achieve company goals.

Marketing strategy

Marketing strategy has an important role in the success of marketing efforts (Tjiptono, 2020). The marketing strategy determined must be reviewed and adjusted to developments in the market that is the target market for the business. Thus, the marketing strategy must be able to provide a clear and directed picture of what the company needs to do in using the opportunities that exist in several target markets. According to (Priansa, 2017), marketing strategy is an effort to market a product, be it goods or services, by using certain plan patterns and tactics so that the number of sales is higher. Meanwhile, according to (Simamora, 2014), marketing strategy is making decisions about marketing costs, marketing mix, marketing allocation in relation to expected environmental conditions and competitive conditions.

Sale

According to (Kotler, 2016), sales is the purchase of something (goods or services) from one party to another party in exchange for money from that party. Based on this definition, it can be concluded that sales is a transaction activity between

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sellers and buyers and both influence each other with the aim of exchanging goods or services for money paid based on an agreement between both parties.

SWOT analysis

SWOT analysis is the basis for evaluating internal potential and limitations and possible opportunities and threats from the external environment. In this case, we look at all positive and negative factors inside and outside the company that can influence the company's success. According to (Rangkuti, 2016), SWOT analysis is an analysis that includes efforts to identify strengths, weaknesses, opportunities and threats that determine the performance of an organization or company.

RESEARCH METHODS

This research is a type of case study research. A case study is where the researcher conducts an in-depth exploration of the program, event, process, activity of one or more people (Sugiyono, 2017). A case study is researching a particular case or phenomenon in society which is carried out in depth to study the background, circumstances and interactions that occur. Case studies are carried out on a unified system which can be a program, activity, event, or group of individuals who exist in certain circumstances or conditions. The data sources used in this research consist of primary data and secondary data. Where primary data includes interviews, observations and documentation, where the informant in this research is Mr. Jumari as the owner of the P. Kardi Meatball Business while secondary data includes book references, journals, articles in internet media. This research was conducted at the Bakso P. Kardi marketing location in Deca Curah Jeru, Panji District, Situbondo Regency.

RESULTS AND DISCUSSION

Marketing strategy can be considered the key to whether a business will run or not, if an unattractive marketing strategy can cause a business to "break down". Likewise, if the marketing strategy is attractive it can make a business run smoothly. However, an attractive marketing strategy also needs to be supported by other strategies such as financial strategies. Based on the results of the researcher's interview with Mr. Jumari, the owner of the P. Kardi Meatball Business, he revealed that: "I don't have any marketing strategy, I just use a banner complete with a picture of meatballs and the name of my business. I also don't take my business finances into account in depth, I only determine the selling price based on the costs I incur and that's only the visible costs and I determine the selling price according to the market price outside".

Internal Environmental Analysis

Internal environmental analysis is the process of identifying and analyzing the strengths and weaknesses within the company, by examining the company's management, marketing, operations and production, human and financial resources.

1. Strength
 - a. Good product quality.
 - b. Good customer service.
 - c. Experienced business owners.
 - d. Affordable selling price.
2. Weakness
 - a. Does not have a promotional strategy.
 - b. Marketing location in the village.
 - c. The parking lot is not large.
 - d. The dining room is not attractive when eating on site.

External Environmental Analysis

The external environment needs to be analyzed so that its influence on the company can be anticipated. The external environment itself is beyond the control of the company and cannot be reached by the company. The external environment is an environment that cannot be influenced by the company.

External environmental analysis includes understanding various factors outside the company that lead to the emergence of business opportunities or business threats.

1. Opportunity
 - a. Increasing population.
 - b. Ease of availability of raw materials.
 - c. Good technological development.

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d. Close to areas that are often busy.

2. Threats

a. Rising raw material prices.

b. Many competitors with similar products.

c. The existence of substitute products in the surrounding environment.

d. Changes in consumer tastes.

SWOT Analysis

Table 1: Internal Strategy Factor Matrix (IFAS)

No	Internal Strategy Factors	Weight	Rating	Weight X Rating
	Strength			
1	Good product quality.	0,1294	3,2	0,414
2	Good customer service.	0,1267	3,1333	0,3969
3	Experienced business owners.	0,1348	3,3333	0,4492
4	Affordable selling price.	0,1213	3	0,3639
	Total Strength	0,5121		1,6241
	Weakness			
1	Does not have a promotional strategy.	0,0889	2,2	0,1957
2	Marketing location in the village.	0,1024	2,5333	0,2595
3	The parking lot is not large.	0,0889	2,2	0,1957
4	The dining room is not attractive when eating on site.	0,0863	2,1333	0,184
	Total Weakness	0,3666		0,8349
Total Strength - Total Weakness = 0,7892				

Table 2: External Strategy Factor Matrix (EFAS)

No	Internal Strategy Factors	Weight	Rating	Weight X Rating
	Opportunity			
1	Increasing population.	0,1217	3,0667	0,3732
2	Ease of availability of raw materials.	0,1296	3,2667	0,4235
3	Good technological development.	0,1138	2,8667	0,3261
4	Close to areas that are often busy.	0,1138	2,8667	0,3261
	Total Opportunity	0,4788		1,4489
	Threat			
1	Rising raw material prices.	0,0979	2,4667	0,2414
2	Many competitors with similar products.	0,0847	2,1333	0,1806
3	The existence of substitute products in the surrounding environment.	0,0926	2,3333	0,216
4	Changes in consumer tastes.	0,0952	2,4	0,2286
	Total Threat	0,3704		0,8667
Total Opportunity-Total Threat n = 0,5822				

Determining Business Strategy

Strategy is not only about plans that have been made, but also needs to be implemented so that the benefits or goals can be felt. Based on the SWOT analysis that has been researched, it is best for P. Kardi's Bakso Business to take advantage of existing opportunities and the strengths of the internal environment. Strategies that can be implemented include the following:

1. Improve product quality so that it can attract more consumers and increase consumer satisfaction and loyalty.
2. Creating products with new shapes and tastes.
3. Utilize social media to carry out promotions and advertisements.

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4. Establish good cooperation with regular meat sellers and meat grinders. Memperluas lokasi pemasaran agar konsumen yang ingin makan di tempat bisa menikmati makanannya dengan nikmat.

CONCLUSION

Based on the results of IFAS and EFAS calculations, it was found that P. Kardi's Meatball Business was at 0.7892; 0.5822. So from these calculations it can be concluded that Mr. Jumari's Meatball Business is in quadrant I position, this position shows a very favorable situation for Mr. Jumari's Meatball Business to carry out aggressive or growth strategies. The strategy that Mr. Jumari can use to increase sales and develop his business is the strategy that has been explained.

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